

HEBRON UNIVERSITY

COLLEGE OF GRADUATE STUDIES

MBA PROGRAM

**"PALESTINIANS ATTITUDES AND PERCEPTIONS
TOWARDS WOMEN HOLDING UPPER-LEVEL
ADMINISTRATIVE POSITIONS: THE CASE OF MIDDLE
AND SOUTHERN PART OF THE WEST BANK"**

**"مفاهيم واتجاهات الفلسطينيين تجاه شغل المرأة مناصب إدارية عليا:
وجنوب الضفة الغربية"**

BY

FARIS ABDUL HAMEED MUJAHED

SUPERVISOR

PROFESSOR SAMIR ABUZNAID

This thesis is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration "MBA", College of Graduate Studies, Hebron University.

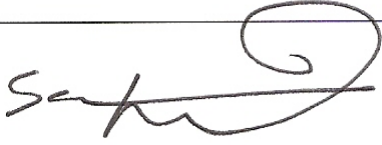
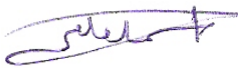

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FARIS ABDUL HAMEED MUJAHED

This thesis was successfully defended on **February 10, 2009** and approved by:

<u>Panel of Examiners:</u>	<u>Title</u>	<u>Signature</u>
Dr. Samir Abuznaid	Supervisor	
Dr. Asma Imam	External Examiner	
Dr. Sharif Abukarsh	Internal Examiner	

Dedication:

I dedicate this study to my parents, my wife, my children, my brothers, my sisters, and my friends for their encouragement, support, endurance, and patience.

Acknowledgment:

I bow my head to ALMIGHTY ALLAH for the help, guidance and blessing HE has bestowed me.

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Abstract

PALESTINIANS ATTITUDES AND PERCEPTIONS TOWARDS WOMEN HOLDING UPPER-LEVEL ADMINISTRATIVE POSITIONS: THE CASE OF MIDDLE AND SOUTHERN PART OF THE WEST BANK

The discrepancy between the number of women in senior-level positions and the number of women who are qualified to hold those positions rings a bell in the Palestinian society. The fact remains that women are neither moving quickly enough nor in sufficient numbers into strategic positions. Women seem to experience the most difficulty in obtaining executive jobs, even though they often have greater opportunities at junior and middle management levels in the same organizations. An extensive search of the literature found that there is a scarcity of empirical research examining women in management in Palestine. This study pinpoints the attitudes and perceptions towards women holding upper-level administrative positions using the middle and southern part of West Bank as an example, so as to highlight the potential obstacles, and eventually come up with recommendations. This study was conducted on the Palestinian public sector institutions in the middle and southern part of the West Bank.

To accomplish this research, the researcher used a combination of primary and secondary data collection sources. A questionnaire was used as a main data collection tool. Before adopting the questionnaire, it was validated by researcher's supervisor who supplied his own modifications concerning some items, and then it was sent to some referees for the purpose of testing and approval. All the Palestinian Public sector institutions operating in the middle and southern part of West Bank (Ramallah, Jericho, East Jerusalem, Hebron, and Bethlehem) were selected as a sample for the study. The researcher distributed a total of 1300 questionnaires. The researcher received back 1079 questionnaires out of the 1300 questionnaires that were distributed, which represents 83% of total surveyed public institutions. Out of 1079 questionnaires that were collected 1074 questionnaires were analyzed and five questionnaires were excluded because they were not usable.

After analyzing research findings, it was found that Palestinians believe that woman should work in professions that should enable her to perform her household obligations and this is considered as the most effective issue on the occupation of higher administrative posts by the woman. They also believe to a great extent that woman's first assignment is taking care of the family. Palestinians agree that the woman is serious about her work and that she is capable of performing works that require mental skills. It was also found that women must be in possession of the required educational qualifications in order to obtain higher administrative posts. Finally, it was found that Palestinians don't believe that woman's work outside her home is inconsistent with the traditions.

The researcher recommended that academic institutions should develop communication strategies to promote public debate on the new roles of men and women in society and that they should conduct further studies concerning attitudes towards women leaders analyzed by gender and occupations. The researcher also recommended that the Palestinian National Authority should ensure full protection of equal rights in the areas of work, ownership of property and political participation, including the decision making process. In addition, it is recommended that women's organizations should develop a strategy to convince Palestinians that female employment is an essential component to sound economic planning and prosperity rather than a matter of rights. Finally women's organizations should develop mechanisms to nominate women candidates for appointments to senior posts.

مفاهيم واتجاهات الفلسطينيين تجاه شغل المرأة مناصب إدارية عليا:

وسط وجنوب الضفة الغربية

إن الفجوة بين عدد النساء اللواتي يشغلن مناصب إدارية عليا، وبين عدد النساء المؤهلات لشغل هذه المناصب تفرع الجرس في المجتمع الفلسطيني. وتبقى الحقيقة أن النساء لا يتقدمن بسرعة ولا بأعداد كافية لشغل المناصب الإستراتيجية. على الوظائف السيادية في المؤسسات برغم الفرص الكبيرة التي تتاح لهن في المستويات الإدارية المتوسطة والداعمة للإدارات العليا في المؤسسات نفسها.

ويوجد نقص في الدراسات التي عنيت بموضوع المرأة والإدارة في فلسطين. ونتيجة لذلك تأتي هذه الدراسة لتقف أمام مفاهيم واتجاهات الفلسطينيين تجاه شغل المرأة مناصب إدارية عليا لتلقي الضوء على المشاكل المحتملة ووضع بعض التوصيات. وتم تطبيق هذه الدراسة على مؤسسات في وسط وجنوب الضفة الغربية.

ولإنجاز هذا البحث استخدم الباحث مزيجا من المصادر الرئيسة والثانوية وكانت الاستبانة هي الأداة الرئيسية في عملية جمع البيانات حيث تم توزيع 1300 استبانته، وتم استرجاع 1079 استبانته شكلت نسبة 83% من مجموع ما تم توزيعه، ومن هذا المجموع استنتجت خمس ورقات

وأشارت نتائج البحث إلى أن المفهوم والاتجاه الأول الذي يميل إليه الفلسطينيون بنسبة عالية هو أن المرأة يجب أن تعمل في وظائف تستطيع من خلالها القيام بالواجبات المنزلية. ويعتقد الفلسطينيون كذلك أن المهمة الأولى للمرأة هي رعاية الأسرة. أن الفلسطينيين يعتقدون بأن المرأة جادة في عملها، وأنها قادرة على أداء المهام التي تتطلب مهارات ذهنية. ومن نتائج البحث أن المرأة يجب عليها أن تكون حاصلة على المراتب العلمية اللازمة للحصول على المناصب الإدارية العليا. خارج بيتها ليس خروجها عن الأصل وعن التقاليد المعمول بها في فلسطين.

وأوصى الباحث أن على المؤسسات الأكاديمية تطوير استراتيجيات تواصل يتم من خلالها وأن على هذه المؤسسات كـ

أكثر في ما يتعلق بمفاهيم واتجاهات الناس تجاه المرأة الريادية في المحور المتعلق بالجنس والوظيفة. ومن توصيات الباحث كذلك أن على المنظمات النسوية تطوير استراتيجية لإقناع الفلسطينيين أن توظيف المرأة يشكل محورا أساسيا في عملية التخطيط الاقتصادي الهادف، وأن المسألة لا تتوقف كونها مسألة حقوق. وأشار الباحث إلى ضرورة أن تعمل المنظمات النسوية على تطوير آليات تضمن للنساء المرشحات الحصول على المراتب الإدارية العليا.

Chapter One

The Problem and its Background

1.1 Introduction:

As Izraeli and Adler (1994) pointed out, despite women's investment in their own education, their commitment to their management career, the shortage of international executives, and equal opportunity legislation, even today women hold no more than a small fraction of management posts. As Schein (1989) stated categorically, in most countries "to think manager is to think male". What's more, 50% of women who attain management posts do so through personal contacts with men (Davidson and Cooper, 1992), while many highly qualified women are completely excluded from the labor market, causing an extraordinary loss of talent (Hewlett, 2002). Organizations still have not developed sufficiently flexible policies to relieve women managers of the tension of having to combine family with work (Lewis, 1994). And this situation persists despite egalitarian policies and despite research pointing to a link between gender balance in management and corporate profitability (Litz and Folker, 2002).

The Palestinians have been striving for a national entity of their own. As they watched their Arab neighbors gradually gaining independent states, they were thwarted, first by the British Mandate and then by the Zionist plan for a Jewish homeland in Palestine in 1948, when the new state of 'Israel' came into being, the majority of the Palestinian population was forced into exile. Of the former territory, only the West Bank and Gaza Strip remained although these two, in the six-day war of 1967, fell under Israeli control. At the end of 1987, the Palestinian uprising, known by its Arabic name as the Intifada, erupted.

The signing of the peace agreements between the Palestinians and the Israelis, that became known as the Oslo Agreement created a new reality in Palestine. This new reality involved the creation of a transitional Palestinian National Authority (PNA) with executive and legislative authorities limited and constrained by those agreements (Giacaman 1998, p.1).

Throughout the entire period and until the present day, women have been active in various forms of organization, the nature of which has changed over time. Shirin, Rai

and Geraldine stated that "women's organizations began to undergo a process of radicalization, which may be attributed partly to increased access to education and growing urgency of the situation". (1996, p.66)

The society of the future demands more. The Palestinian faces several tasks: to develop a participating democracy based on human rights, and the solution to problems of security, and the right for self determination, etc. In addition, the society requires that women have a complete role that includes their strength of cooperation. Women need to gain access to the highest positions as executive heads of organizations. Despite some improvements, many would claim that the pace of change is still far too slow given the number of qualified women in the labor market today. Women seem to experience the most difficulty in obtaining executive jobs in organizations. Their participation rate in these positions is relatively low. Future economic growth must rely on human resources rather than on the natural resources relied on in the past. Women remain a huge, untapped reservoir of human potential (World Bank Staff, 2004).

1.2 Statement of the Problem:

Women's participation rate in senior management positions has been relatively low in both the private sector and the public sector. Little is known about women managers. An extensive search of the literature found that there is a scarcity of empirical research examining women in management in Palestine

This study pinpoints the attitudes and perceptions towards women holding upper-level administrative positions, so as to highlight the potential obstacles, and eventually come up with recommendations. The researcher chose this field of study because of the increasing importance of women to hold senior-level positions in the Palestinian local institutions.

The discrepancy between the number of women in senior-level positions and the number of women who are qualified to hold those positions rings a bell in the Palestinian society. While "progress" has been made by women in achieving senior-level administrative positions in Palestine, they remain under-represented. However, the research will try to find some key factors to better understand the phenomenon.

The question remains: What are the impacts of Palestinian attitudes and perceptions on the number of women holding upper-level administrative positions?

1.3 Rationale and Importance of the Study:

Few Palestinian women gain access to the highest positions as executive heads of organizations and , despite some improvements, many would claim that the pace of change is still far too slow given the large number of qualified women in the labor market today. The fact remains that women are neither moving quickly enough nor in sufficient numbers into strategic positions. Women seem to experience the most difficulty in obtaining executive jobs, even though they often have greater opportunities at junior and middle management levels in the same organizations. The researcher noticed that there is a severe lack of studies concerning women in management in Palestine, and especially, studies concerning the subject of attitudes and perceptions towards women as top executives.

The present study will give a better understanding of a key issue for organizational science, which is the influence of attitudes and perceptions towards women holding upper-level administrative positions using the middle and southern part of West Bank as a case study. This study will give an insight into the type of attitudes and perceptions in an area witnessing continuous political instability. Therefore, this study will enhance our knowledge with this regard. It will also help fill the knowledge gap already existing in the literature about women in organizations. The study is also important because:

1. It will provide an update on the overall status of Palestinian women in management;
2. It is the first study, as far as the researcher knows, that explains the attitudes and perceptions of Palestinians towards women holding senior level-positions; therefore, it will serve as a reference for future researchers.

1.4 Objectives of the Study:

The study can be considered among the first studies that deal with the Palestinians attitudes and perceptions towards women holding upper-level administrative positions in the middle and southern part of West Bank.

This study was conducted on the Palestinian public sector institutions in the middle and southern part of the West Bank, and focused on an important issue "women in management" in a developing country like Palestine.

The study aimed at achieving the following main objective:

Identifying Palestinians attitudes and perceptions towards women holding senior-level positions.

To achieve this objective, the researcher aims to:

1. Examine the influence of culture on women's access to managerial positions
2. Identify the barriers to women's advancement in management *vis-à-vis* upper-level positions.
3. Explore the institutionalized practices beyond Palestinian workplace.

1.5 Question and Hypothesis of the Study:

1.5.1 Primary Question

The study has answered the main question:

What is the prevailing nature of Palestinians attitudes and perceptions towards women holding upper-level administrative positions?

1.5.2 Hypothesis

The researcher hypothesized that "There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher posts by the woman in the Middle and South of the West Bank that may be attributed to the following variables: sex, age, social status, place of residence, years of employment, and education".

1.6 Scope and Limitations of the Study:

There are some limitations that need to be acknowledged and addressed regarding the present study. However, some of these limitations can be seen as fruitful avenues for future research under the same theme. Briefly these are:

1. The study has focused on a phenomenon that is a very extensive and major one. Clearly, this represents a challenging task for research regardless of the more specific interests that the study may have.
2. This study has been first and foremost limited to the Palestinian public sector. Although the study has also taken into account other views along the theoretical analysis, the main perspective from which conclusions are drawn is that of the public sector.
3. Lack of literature on this subject.
4. This study is confined to the middle and southern part of the West Bank thus excluding the Northern part and Gaza Strip which are also considered part of Palestine.

The above mentioned limitations, however, do not reduce the value and importance of the study.

1.7 Definition of Terms:

In order to have a common basis of reading and understanding of this study, the followings are the major terms and their definition as they have been used in the study:

Attitudes:

Attitude is a hypothetical construct that represents an individual's like or dislike for an item (Wikipedia 2008).

According to <http://www2.tech.purdue.edu/ols/courses/ols252/slides/chapter4.ppt> 2008, Vandever, Menefee, and Sinclair have defined attitudes as feelings and moods that affect behavior and may change frequently.

Robins (1988) has defined attitudes as evaluative statements either favorable or unfavorable concerning objects, people, or events. They reflect how one feels about something.

Perceptions:

In psychology and the cognitive sciences, perception is the process of acquiring, interpreting, selecting, and organizing sensory information. The word *perception*

comes from the Latin *perception-*, *perceptio*, meaning "receiving, collecting, action of taking possession, apprehension with the mind or senses (Wikipedia 2008).

West Bank:

The West Bank (Arabic: الغربية , *a - iffä l- arb yä*) is a landlocked territory on the West Bank of the Jordan River in the Middle East. Most of the residents are Palestinians, although large numbers of Israeli settlements have also been built in the region. The name "West Bank" was apparently first used by Jordanians at the time of their annexation of the region, and has become the most common name used in English and related languages. The term literally means 'the West bank of the river Jordan'; the Kingdom of Jordan being on the 'East Bank' of this same river Jordan (Wikipedia 2008).

Upper-Level Administrative Positions:

According to <https://www.fnb.co.za/commercial/findsolutions/bee/beeGlossary.html> (2008), upper-level administrative positions means employees of a company who are appointed by or on the authority of the board to undertake the day-to-day management of that company and who:

- (i) have individual responsibility for the overall management and for the financial management of that company; and
- (ii) are actively involved in developing and implementing the company's overall strategy.

At or near the top of the organization are the top managers, who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. (Robbins, Stephen & Coutler, Mary: 2005).

Public Sector:

The public sector is the part of economic and administrative life that deals with the delivery of goods and services by and for the government, whether national, regional or local/municipal (Wikipedia 2008).

1.8 Methodology:

To achieve the objectives of the research, the researcher adopted the following stages:

Stage I: The researcher conducted a literature review in order to study and examine the secondary data in the published books, journals, studies, and articles that have addressed the issue of women in management in general and those that have discussed the issue of Palestinian women in management in particular.

Stage II: Based on the literature review, the researcher prepared a questionnaire as a major tool for the study. This questionnaire was divided into three parts. The first part provided demographic and personal information about the respondent filling the questionnaire. The second part was concerned with attitudes and perceptions towards women holding senior-level positions and was divided into six sections (woman's work and religion, woman and the legal and conceptual equality, women and the social look, organizational environment, managerial style, capabilities and qualifications). See appendix (4). The third part contained the principal general question, and an open ended question that allows the respondents to add some other information they may feel necessary.

Stage III: After finalizing the research questionnaire, it was validated by the researcher's supervisor, four academicians and one scientific research expert. (See appendix 1). Based on the suggestions given, the questionnaire was refined for language and content enhancement. The questionnaire was then pre-tested with some employees who were eventually excluded from the final group of respondents. Based on the notes of the pilot testing of the questionnaire, the final version of the questionnaire was adopted.

Stage IV: The researcher selected all the public sector institutions operating in the middle and southern part of the West Bank as the population for the study and then distributed the questionnaire. The middle part of West Bank consists of Ramallah, Jericho and East Jerusalem. The southern part of West Bank consists of Hebron and Bethlehem. The researcher chose the sample conveniently and it covered the Palestinian ministries (see appendix 2). To facilitate the process of data collection, the researcher attached an official letter prepared by the Dean of School of Finance and

Management at Hebron University to encourage the institutions to cooperate with the researcher and provide the necessary information (see appendix 3). The researcher visited some of the ministries personally in Hebron and Bethlehem governorates. The researcher's friends serving at the public sector institutions were actively involved in the process of distributing and collecting the questionnaires.

Stage V: The data was entered into the computer and was analyzed using the SPSS software (Statistical Package for Social Sciences).

Stage VI: After analyzing the data, findings were analyzed to come up with the research results, conclusions and recommendations.

1.9 Organization of the Research:

The research was divided into six main chapters; each chapter consisted of several sections and subsections. The following is a brief outline of the contents of each of the chapters:

- Chapter one provides an understanding of the environment of the research. The chapter begins with a general introduction, followed by the problem statement, rationale and importance of the study, objectives of the study, questions and hypothesis, limitations of the study, and definition of terms. Finally a brief summary of the research methodology and organization of the work are presented.
- Chapter two presents the review of related literature and studies concerning the issue of women in management.
- Chapter Three discusses the methodology, techniques, and procedures utilized by the researcher in order to accomplish the research in a proper manner. The chapter reviews the objectives of the study and presents the study design approach. The chapter also aims at defining the population of the study and the instrument used in collecting the data. The process of data collection is presented. Finally the data analysis process is explained.

- Chapter four presents the findings and data analysis. It starts with analyzing the quality of data collection, then analyzing the findings, related to the general characteristics of the surveyed public sector institutions, followed by presenting general conclusions of the research findings.

- Chapter five draws the summary of final conclusions and recommendations of the research.

Chapter Two

Review of Related Literature and Studies

2.1 Review of Related Literature:

The researcher believes that it is impossible to understand women's present status without an adequate knowledge of their position in history. This is a basic principle which demands the understanding of various stages of change.

2.1.1 Women in Ancient Times:

The journey of mankind began with the union of man and woman. It also spread the human race and evolved science and art, trade and industry and civilization and culture. Man has physical power and strength; what he can do, a woman cannot do because of natural weakness, so man was considered superior and woman inferior. Shaikh stated that "The difference of strength between man and woman has been the matter of grace and disgrace in periods of history (1991, p.2). It may be useful to review briefly how women were treated in general in previous civilizations especially those preceded Islam.

2.1.1.1 Women in Greece and Rome

We have, to some extent, detailed knowledge of ancient history of the Greeks and the Romans. Their culture, civilization and knowledge of science and arts considerably flourished so much so that on their bases many cultures came into being. But in spite of all these, the place of woman was very low in their societies. They would regard woman only a burden on humans being. Her only purpose was to serve man in the house like a maid servant. The Greeks had very ridiculous concepts about woman. They would say:

"There is a cure for burning by fire and snake bite,
but there is no cure for a woman's mischief"

Ali pointed out that "in the past women were thought to be weak and this was a direct outcome of a concept of male superiority which was sociological, not theological. The problem was that the sociological became the theological and was defended as such even when the sociological conditions changed" (1996, p.6). A woman had to live under the subjugation of her parents in childhood, of her husband in youth and of her

children in widowhood. On the other hand, the rights of her male relatives were always superior. Her consent in marriage was not generally thought to be necessary. In reference to Greek women, Sacks (1995) pointed out that "Women were forbidden to own much property, inherit their own name, vote, or attend political debates. In addition, they could not enter into any business transaction worth greater than 1 medimnos of barely. Women were allowed only to own clothes, jewelry, and slaves."

The Roman law kept the status of women very low for a long time. In the Encyclopedia Britannica, there is a summary of the legal status of woman in the Roman civilization:

"In Roman law a woman was even in historic times completely dependent. If married she and her property passed into the power of her husband the wife was the purchased property of her husband, and like a slave acquired only for his benefit. A woman could not exercise any civil or public office, could not be a witness, surety, tutor, or curator, she could not adopt or be adopted, or make will or contract."

One could notice that the head of the family, father or husband, had full authority over his wife and children. There was no system of dowry. The father had the right to give his daughter in marriage to anybody at his sweet will. He could also break the marriage. Later on, this right was transferred to the husband.

Shaikh stated that "In Roman society, the purpose of woman was like that of slaves" (1991, p3). Man used to marry woman only for his own benefit. She was never considered fit for any post or even able to give evidence in any matter. She had no legal rights whatsoever, only some facilities were granted to her because of her physical weakness.

2.1.1.2 Women in India

Encyclopedia Britannica (Vol. 23, p.627) states: "Hindus considered infidelity, violence, deceit, envy, extreme avarice, a total want of good qualities, with impurity" the natural faults of woman. Ali in reference to Indian women also indicated that "people still argue that women need protection" (1996, p.6).

Unfortunately, Hindus had several anti-women tenets and customs. For example, 'Manu-Smriti' law gives the responsibility for women welfare first for the father and then to the husband. Another example is the horrible custom of Satee, whereby widows (allegedly voluntarily) burned themselves to death on the funeral pyre of their husbands (H.D Vinod, 2007, p.3).

2.1.1.3 Women in Arabia before Islam

Woman was thought as a cause of disgrace and shame in ancient Arabia. The birth of a daughter would make the Arabs sorrowful and sad. They would feel pride in having sons but felt ashamed of having daughters. The holy Quran perfectly described their feelings in this regard.

"When one of them receiveth tidings of the birth of a female (daughter), his face remaineth darkened, and he is work inwardly. He hideth himself from the folk because of the evil of that where of he hath had tidings (asking himself): Shall he keep it in contempt or bury it beneath the dust .Verily evil is the judgment",

(Surah 16 An-Nahl: 58-59)

Thus, before the advent of Islam, a large number of Arab fathers buried their newly born daughters alive in order to escape their whimsical and superstitious disgrace. It is stated that Qais bin Asim had buried alive eight daughters during the days of 'Jahiliya'. (Tafseer Ibn Katheer)

Even if the Arabs kept their daughters alive, they deprived them of all their rights. There was no limitation for marriage. They married as many women as they liked. Likewise, there were no restrictions on divorce, man was free to divorce his wife at any time and as many times and reunite at will. Amin noted that "during Jahiliya (pre-Islamic period) there was no restriction on the number of women one could marry" (1995, p. 102).

In pre-Islamic Arabia, woman had no right of inheritance. According to Muslim historians a woman was treated like a commodity. She had no rights to inherit from

either her husband's or father's property. Instead, she herself was an object of inheritance.

2.1.1.4 Women in Europe

"Women status was at its worst when Europe was subject to Roman law, when some theologians even denied that a woman had an immortal soul" (Amin 1990, p. 6). In modern world, Europe claims to have given all the rights to woman. But the same woman was the victim of man a century ago and there was no law to prevent a male from tyrannizing the woman. The husband had full right over the wealth and property of his wife. There was no law of maintenance of wife. She could not sue her husband. He could even deprive his wife of her right to property. Woman was not free to deal in any matter whatsoever. She had no right to sign any contract. She was neither allowed to spend money earned by her nor to marry a man of her choice. Daughters were the property of their parents. Marriage was nothing but a trade because they used to sell their daughters to whomsoever they liked. "Before the advent of Christianity, man was the master of woman. There were no rules and regulations for the control of a man. A woman can do nothing without her husband's permission. She has no right to own her property because it automatically becomes the property of her husband. Thus her position is worse than a slave (Shaikh, 1991, p.5).

Today, however, governments of European countries are based on freedom and respect for personal rights. The status of women in these societies has reached a level of respect, intellectual freedom, and action that is laudable, even though they have not reached the level that is their just due (Amin, 1990). In this respect, Kaiser's determinants of labor market transitions (2006) should be put for discussion. The reasons for the increase in labor supply of women include greater access to education, declining fertility rates, and a rising employability of women, which is, for instance, a result of the increased importance of the service sector. These trends are somewhat contradictory to traditional theories on differences between male and female labor supply.

2.1.2 Women in Islamic Society

2.1.2.1 Human Dignity

The sum total of Islamic teachings is to raise human dignity and honor. It relieves mankind from disgrace and provides higher and honorable place in human society. It imparts the lesson of human dignity. Islam directs humanity to prostrate before Allah alone for the achievement of superiority over other creations. Mankind is the masterpiece creation of Allah. The following verses of the Holy Quran testify this fact:

*"Verily we have honored the children of Adam.
We carry them on the land and the sea, and
have made provision of good things for them,
and we have preferred them above many of
those whom we created with a marked
preferment. (Surah 17 Al-Isra':70)*

In Islam the welfare of mankind depends upon right thinking and right practice. It is sheer ignorance to degrade woman simply because she happens to be a woman, and man is considered heavenly creature simply because he happens to be a man. Islam has explained it in very clear words that human dignity rests upon piety and virtue. Hence, who is more honorable, man or woman? This question is well answered by the Holy Quran:

*"Whosoever doeth right whether male or female,
and is believer, him verily we shall quicken with
good life and we shall pay them recompense in
proportion to the best of what they used to do."
(Surah 16 An-Nahl: 97)*

The Holy Quran points out that man and woman both have helped and cooperated with each other in the development of human life. Both have equally shared the burden of life. Their union has brought the civilization into existence. No nation or movement of the world can neglect either of them. If man and woman are responsible for the establishment of the authority of Truth and its enforcement, they are equally responsible for the spread of vices in the world. The Holy Quran says:

"The hypocrites, both man and woman, are one and the same. They enjoin the evil, and forbid the right; and they withhold their hands from spending in the cause of Allah. They have forgotten Allah and so He hath forgotten them. Indeed, the hypocrites are the transgressors."

(Surah 9 At-Tawba: 76)

Since it is admitted that the revolutions in the civilization of the world are brought about by both, man and woman, no logical argument can degrade one and upgrade the other. Besides, it will be foolish to eliminate either of them from the civilization and march forward. No person can play any role in life after having paralyzed one half of the body.

2.1.2.2 The Islamic View of Women

Before the advent of Islam, the world had degraded the woman and had almost outcast her. She was thrown in such deep abyss that there seemed no hope of her redemption. Islam boldly rejected this injustice and emphasized that life needed both man and woman. Woman is not created to be derided and cast right to exist. And the Nature is achieving its aim with the help of man and woman both. As the Holy Quran says:

Unto Allah belonged the sovereignty of the heavens and the earth. He created what He wills. He bestowed female (offspring's) upon whom He will, and bestowed male (offspring) upon whom He will; or he mingled them ,males and females ,and He market barren whom He wildly ! He is knower, powerful.

(Surah 42 Ash-Shura: 49-50)

Whereas, all other religions deprived woman of right even to live, Islam granted her rights almost at par with man. It also warned that all those strive to snatch her rights away, will surely be accountable to Allah on the Day of Judgment.

*And when the girl-child that was buried alive,
is asked: For what sin she was slain?*

(Surah 19 Maryam: 8-9)

The Holy prophet "Peace Be Upon Him" (PBUH) has issued numerous instructions in favor of woman, the favor which she could not receive even from the so-called modern upholders of the woman's rights. The Holy prophet (PBUH) has said:

*Allah has forbidden you, disobedience unto
your mothers, and refusal to sanctioned
rights, accumulation of earth from all sides
and burial of living daughters. (Hadith)*

The teachings of Islam revolutionized the thinking of those men who buried their daughters alive and felt no shame in doing so. They began to love and nourish their daughters, those who refused to shelter their own daughters, became the guardians of other's daughters. Those who were devoid of love and affection for women now loved and cared for them.

2.1.2.3 Women in Practical Life

2.1.2.3.1 Woman is Allowed to go out for Good Cause

Islam wants woman to be able and efficient, so that she may perform good deeds and serve mankind. Hence, she is allowed to go out for the attainment of good cause. The study of history shows that woman went for shopping and farm-work during the early period of Islam. But Islam has laid down certain limitations on the movements of woman. Whenever she leaves home and goes out, she has to remain within the protective bounds of her modesty and chastity. She is not permitted to move so freely and mingle with men in social gatherings.

2.1.2.3.2 Women's Traveling

A Muslim woman, whether spinster, married or widow, can not travel alone. She can travel only in the company of a 'Mahram' (a relative with whom her marriage is prohibited). It is unlawful for a woman who believes in Allah and the Day of

Judgment to travel for three days or more without accompanying her father, brother or husband or son or any other male 'Mahram'.

Further, Abu Hurairah (R.A.A) relates that the Holy prophet (PBUH) has said:

"A woman should not travel for a day and night unless she is accompanied by a male 'Mahram'. (Hadith)

2.1.2.3.3 Women in the Field of Trade, Commerce and Industry

Woman can carry on any lawful business or trade, without restriction of any kind. According to Islamic Shariah the conception of a state is a welfare state, in which woman also plays an important role. Woman participated in industrial activities also: Abdullah bin Mas'ood's wife ran an industry very successfully and supported her husband and children through its income.

2.1.2.3.4 Women's Duties

Holy prophet, Muhammad (PBUH) has said:

Woman is the care-taker of all the members of her husband's family and his children. And for this she will be questioned on the Day of Judgment." (Hadith)

This 'Hadith' (prophet saying) shows that woman's primary duty is to look after her home. She has been made responsible for her domestic duties. The external affairs are looked after by the husband. However, she has been allowed to leave home when any necessity arises. But Islam does not make her responsible for any duty outside her home.

As a wife she has to look after the affairs of her husband. She has to protect and safeguard the welfare and rights of the members who are under her care. She is also responsible for the protection of her husband's wealth and property.

The wife also has the right to give alms from some portion of her husband's wealth. The Holy prophet (PBUH) said,

When wife spends from the wealth of her husband within the limits of Shariah, she gets its reward and the husband gets the reward for his earning." (Hadith)

According to the Islamic Shariah, woman is the most suitable person for nursing and bringing up children. A companion of the Holy prophet (PBUH) divorced his wife. He had a child from her, whom he wanted to keep with him. But the divorcee complained to the Holy prophet (PBUH) who said:

You right (of the custody of the child) is superior until you re-marry. (Hadith)

2.1.2.3.5 Women and Leadership

It is a fact that Islam does not permit a woman to lead the Muslim nation (Ummah) because she does not possess the qualities of leadership, and it shall be against her nature to entrust a woman with the task for which she is not capable. This kind of step will lead the Ummah to nothing else but destruction. The Holy prophet (PBUH) has said:

A nation which has entrusted its leadership to a woman cannot be successful. (Hadith)

The consensus of the Ummah against the leadership of woman is not based on hatred or contempt. But the Islamic Shariah does not want to burden her with such heavy responsibilities, considering her weak physique and delicate temperament. The scholars and the jurists maintain that the leader (Imam) of the Muslims must be well versed in Islamic law and intellectually far sighted and thoughtful. He must be able to take right and prompt decision at the crucial times like war and peace and have firm determination to enforce it otherwise he will surely fail to lead the Muslim Ummah. These qualities are found only in men and lack in women. Therefore, they cannot be assigned heavy responsibilities which are beyond their capacity.

2.1.3 Palestinian Women in the West Bank and Gaza Strip

The Palestinians, since early this century when the Ottoman Empire collapsed, formally ending the Islamic caliphate (the Ottoman Empire ended when the Turks were defeated during the first world war; its former territories were divided in the form of league of nations mandates between the victors, Britain and France), have been striving for a national entity of their own. As they watched their Arab neighbors gradually gaining independent states, they were thwarted, first by the British Mandate and then by the Zionist plan for a Jewish homeland in Palestine (Rai; Lievesley, p66, 1996). In 1948, when the new state of Israel came into being, the majority of the Palestinian population was forced into exile (the state of Israel was established as a result of the war between the Jewish settlers of Palestine and the armies of the surrounding Arab countries; in the process, the majority of the indigenous Palestinian Arab population was forced to flee from their homes, and became refugees in neighboring countries, principally Lebanon, Syria and Jordan). Of the former territory known as 'Palestine' only the West Bank and Gaza Strip remained although these too, in the six-day war of 1967, fell under Israeli control. At the end of 1987, the Palestinian uprising, known by its Arabic name as the Intifada, erupted.

Throughout the entire period and until the present day, women have been active in various forms of organization, the nature of which has changed over time. In the 1920s, urban middle-class and upper-class women established charitable societies devoted to the welfare of the poor, the sick and the vulnerable. Kazi (1987, p.27) emphasized that "in 1921, Palestinian women took their first step towards organized activities by setting up a society – The Arab Women's Society based in Jerusalem. These organizations were rooted in the cultural values of a society which, although containing a sizeable Palestinian Christian minority, may be defined as Arab and Islamic. Despite their avowedly non-political stance, they could not help but be affected by the increasingly volatile political situation. The Arab Women's Society, for instance, ceased to exist after only two years, due to the lack of funding and the social and political pressure which was put on women. By the 1930s, the situation had deteriorated and the Palestinian population turned to mass revolt. The genuinely popular uprising of 1936-39, often referred to as the first 'Intifada'; mobilized the entire community, including its female members.

After 1948, the Palestinians were dispersed and forms of organization changed to meet new needs. They can be broadly divided into categories of welfare and resistance, and women were active in both. After the formation of the PLO in 1964- and of its female wing the General Union of Palestinian Women (GUPW) in 1965 and the Israeli occupation of the West Bank and Gaza Strip in 1967, women's organizations began to undergo a process of radicalization, which may be attributed partly to increased access to education and partly to the growing urgency of the situation (Rai; Lievesley, p.66, 1996). Despite religious values and strict social control it was essential for families to allow women to enter into waged employment (Hamida 1987, p. 28).

The modern 'women's movement' was forged out of a nationalist and grassroots activism, and nurtured by the liberating zeal of the Intifada during its initial phase (Usher, 1994, p.17). It started in the latter part of the 1970s, when a number of women's committees were formed. Originally offshoots of the four principal nationalist factions (Fatah, the Popular Front for the Liberation of Palestine (PFLP), the Democratic Front for the Liberation of Palestine (DFLP), and the former Communist now people's-party), the committees sought to mobilize thousands of women from villages and camps and not just from the urban centers which had been the domain of the traditional women's charitable societies offering relief to the poor (Ramsden and Senker, 1993, p.61). It may be argued, though, that Palestinian women themselves have been aware of the under-utilization of their participative abilities and that the national liberation movement basically lacked a theory of armed struggle relating to social struggle (Sayigh, 1985).

With the Intifada, the women's committees assumed vital functions, such as the provision of popular education when schools and colleges were closed by the military authorities, the creation of a home economy so that it would no longer be necessary to rely on Israeli products, and the assumption of income generating activities as increasing numbers of men either migrated in search of work or were killed or imprisoned by the Israelis. However, the political environment of the Intifada and the Israeli military repressive measures such as imposing curfews and sieges disrupted the projects' daily operations so that no steady build-up of women's managerial and marketing skills was made possible (Khoury, p.25, 1995). In addition, it is worth

mentioning that women were also expected to fulfill their traditional roles of preserving the Palestinian national identity and protecting their children.

There have been two outcomes for women as a result of the experiences of the Intifada. The first may be described as a conservative backlash, accompanied by a growth in Islamic feeling amongst segments of the Palestinian population. This has affected women's lives in ways which have been both positive and less positive. As far as the enforcement of more modest dress and the removal of choice for women are concerned, the impact is regarded by many Palestinian women as undesirable and even oppressive. But the burgeoning Islamist movement has also exerted an empowering influence on a significant segment of the female population which had previously felt itself to be helpless and alienated. The second outcome, in contrast, has been the consolidation of a feminist agenda (Rai; Lievesley, p67, 1996). To support the first outcome, a group of women researchers (1996) explained that "the period witnessed the emergence of a strong Islamic movement, with a traditional ideology which most women do not see as a threat to their rights.

With the signing of Oslo Accord in September 1993 and the Gaza-Jericho first agreement in May 1994 (whereby a large portion of the Gaza strip and enclave around the West Bank town of Jericho were handed over to a Palestine National Authority), Palestinians had hoped to start moving towards democratic elections and eventually self-determination. This period was marked with hopes and expectations, and was perceived as a transitional period that would lead from occupation to full independence. According to the 2005 report on social and economic situation of Palestinian women, UN viewed that Palestinian women were active participants during the negotiation process, particularly in the conference on the Middle East (Madrid, 30 October 1991).

2.1.4 Access to Employment and Income Opportunities

In the Middle Eastern societies, women's access to economic rights has been hindered by their low involvement in paid employment (Moghadam 1999, p.2). In Palestine, women's participation in the labor force is 14.5% compared to 67.7% of men according to the annual report of the labor force survey conducted by the PCBS

(2007). This low participation is due to a number of determinants that vary between social, economic and political factors.

One of the social determinants is the early marriage complemented with limiting women's opportunities to access education and later on to employment opportunities. Another determinant is the rigid division of time and labor between the sexes where women shoulder additional burden of care responsibilities complemented with inefficient social services. The data show that a high percentage of Palestinian women got married early in life. The expected consequences of early marriage are withdrawal from school, fewer opportunities in the labor force and withdrawal from public life particularly with the persistent high fertility rates in Palestine amounting to 4.6 (PCBS 2007).

The findings of the study conducted by Daoud (1999) on the determinants of labor force participation for women in the West Bank and Gaza showed that there is a positive relationship between education and access to employment opportunities for women, which increases with higher education. According to the study, education acts as a motive for females to look for a job in order to improve their economic conditions as the perceived net benefit of female employment is positive. The literacy rate in Palestine is 93.45% among individuals aged 15 years and over in the Palestinian Territory. This rate varies between males and females showing the gap between the sexes: 97.1% for males and 89.8% for females according to the main findings of labor force survey 2007 conducted by the PCBS. The gross enrollment rate of females in basic and secondary stages exceeds that of males; 90% females and 88.4% males (PCBS 2007).

The data also show improvements in the higher education enrollment of females in local universities with the gap gradually decreasing between the sexes. According to the statistics of 2007 percentage of persons (15 years and above) who have bachelor and above in 2006 was 9.6% for males and 6.2% for females, while it was 8.4% for males and 3.8% for females in 2000. It is worth noting that thousands of Palestinian students from the West Bank and Gaza, mostly males are pursuing their higher education abroad as people usually prefer to enroll their daughters in local universities. This fact would significantly increase the gap between males and females

in terms of higher education, a fact that was stated to be important for increasing women's access to employment opportunities according to the study conducted by Daoud (1999).

Another determinant of women's access to employment opportunities is the rigid division of labor between the sexes. The data show that women in Palestine still shoulder the additional burden of the different care responsibilities. According to the Time-use survey conducted by the PCBS 1999/2000, only 5.2% of females stated that they spend 7.5 hours of their time working in establishments compared to 43.9% of males. This percentage changes significantly when it comes to household maintenance, management and shopping to be the responsibility of 90.9% females and 39.8 males. A similar percentage is found in activities relating to care for the children, the sick, elderly and disabled where females amounted to 50.3% females compared to 20.8% males. These figures clearly reflect the division of labor between the sexes and the additional care responsibilities shouldered by women expectedly limit their ability and availability for work outside the home. This is accompanied by the limited social services that would decrease these burdens and would allow women to access to the market. Many families making a simple cost-benefit analysis of the costs of day-care provision (especially to more than one child) in comparison to potential wages of women probably find that working outside the home for women is simply uneconomic. Available data tends to suggest that the only income generating alternative for women with children and limited education is the informal sector (Hammami 1997).

Another social determinant that is expected to influence women's access to employment opportunities; however to a lesser extent than the above mentioned factors is the role of the family, both natal families and marriage families, in making decisions relating to women's employment outside the house. The importance of the family as the key source for social, economic and political activity, has given weight to the patriarchal structure of the family. The authority of men and elders has social, economic and political consequences for women and the junior. This does mean that all women are passive in relation to their within the family. Women negotiate and maneuver as much as men, despite the fact that they usually find themselves more often than men in the subordinate position (Joseph and Slymovics 2001).

In addition to the above discussed social determinants of women's access to employment opportunities, there are also economic determinants relating to the fact that the Palestinian economy provides an extremely limited number of employment opportunities for women (Hammami 1997, p.4). According to the labor force survey conducted by the PCBS (2007), the figures show that women are concentrated in the agricultural sector and services. In the agricultural sector women account for 34.3 % compared to 12% men. In services, women account for 42.7% compared to 32.6% men. These two sectors are still problematical to women's access to income and employment opportunities. In the agricultural sector, the figures show that women's high participation in agriculture is reversed by the fact a large number of men women work in agriculture as unpaid labor, where women are the majority. In services, Hammami (1997) found that women are concentrated in the fields of health, education and social services, which require minimum educational achievements, not available to many women. This conclusion clarifies again the positive relationship between education and access to income and employment opportunities for women.

2.1.5 Public and Political Participation:

Women are not isolated from the national processes and state practices; they are rather in the heart of these processes. Women are the reproducers of the boundaries of ethnic/national groups, they are the ideological reproducers of culture, they are signifiers of national differences as symbols used in ideological discourses and finally women are participants in national, economic, political and military struggles (Werbner, Pnina and Yuval-Davis, Nira 1999). These characteristics that women carry, qualify them to enter the calculations of the national projects of the post-colonial Arab societies. The dilemma imposed on women by these national projects is their claim of authenticity and modernity at the same time (Kandiyoti 1991). Women carrying the cultural symbols of the nation, usually bear the burden of presenting and confirming the different ideological discourses used by national and ideological movements. This contradiction between modernity and authenticity in the Palestine national discourse was analyzed by Jad (2000) as trapping women in two main images. The first is the mother of the martyr, the refugee mother, the poor mother who has devoted her life for the maintenance of her family and who assisted in the resistance. The second image is the woman fighter who is usually the educated, the hero who devoted her life for the revolution and the national cause. This reflects the

lack of a clear policy of the Palestinian Liberation Organization (PLO) in relation to women's formal political participation (Peteet 1991). The reasons behind women's low participation and representation in the formal political structures can be referred to three main reasons; historical reasons related to the successive occupations and their practices, ideological reasons related to the ideology of the national movement and the political Islamist movements, and reasons related to the ideology and the practices of the Palestinian National Authority (PNA), which is the first Palestinian formal authority (Jad 2000).

In the contexts of the Middle East and the Arab World, the domestic sphere was described as a lively arena for social, economic and political action. It is the family, rather than the individual, who comprise the basic unit of the society. Rulers rely on kinship and communal relations to maintain their power, while citizens turn to those familial relations to protect themselves from state repression or to compensate for the inadequacy of government programs in relation to unemployment compensations, health insurance, retirement benefits (Joseph and Szymovics 2001). However, the Palestinian household had to absorb a series of severe economic shocks, including the effects of the first Intifada, the Gulf War and the persistent Israeli closures of the Palestinian territories. Accordingly, the absorptive capacity of the Palestinian household can't be assumed to be "infinitely elastic" (Giacaman, Jad and Johnson 2001).

The analysis stated by Lister (1997) in which he distinguished between the 'formal' and the 'informal' political participation and that women tend to participate in the informal is of great relevance to the Palestinian context. The Palestinian women's participation in the formal politics can be summarized in figures; there are 12.9% women who were elected members to the Palestinian legislative council in 2006, there are only 7.4% women ambassadors, there are 24.6% women employed in the Ministry of Foreign Affairs. This picture is not unusual as women's participation in decision making is low in general. However, other factors specific to the Palestinian politics can add to women's exclusion from the formal politics. The ideology of the Palestinian political system established by President Arafat is characterized with a traditional clan-based leadership (Giacaman, Johnson and Jad 2001). This has established a political system that is characterized with clientelism and political

favoritism. Given the patriarchal relations characterizing this political system, women are further disadvantaged in terms of formal participation in politics.

Getting closer to the informal politics, the picture of Palestinian women's political participation starts to change. The domestic sphere becomes a lively arena for social, political and economic action (Joseph 2001). In the Palestinian context, women's informal political participation is represented in a number of activities including their daily struggle to maintain their families and local communities. Women are also active in looking after the families of martyrs, in visiting the prisoners, in cooking for the fighters, in initiating and participating in demonstration against the occupation etc.

2.1.6 Women's Legal Status:

In the context of the Middle East and Palestine, women's legal status as citizens is problematic. Their legal status falls in the discrepancy between women's right in constitutions, which usually declare men and women as equals, and in family codes or personal status laws derived from *Shariah* interpretations that delineate different rights and obligations for men and for women (Moghadam 1999, p.4). These rights are based on complementarity rather than equality between men and women advantaging men's rights over women's rights. Women's legal equality can be seen as the compromise for accommodating both authenticity and modernity claimed by the different modern nationalist projects. With the exception of Tunisia and Turkey, family and religion are legally intertwined. Most Arab-Islamic countries, including Palestine, defer the family law to religious institutions. Laws concerning marriage, divorce, inheritance, child custody are under the control of the legally recognized religious institutions (Joseph 2001). The family law for Muslims in the West Bank and Gaza as they are currently implemented do not implement the principle of equality between the spouses nor, in very important areas, do they afford adequate protection for women (Welchman 1999). This duality of the legal status of women reveals the fragility of women's citizenship rights (Kandiyoti 1991). Accordingly, the problem is not that women did not achieve equality in practice, but it is in the eligibility of women to equal legal rights, given the constraints mentioned. From this, it can be concluded that women in the Arab World, did not achieve formal or substantive equal citizenship rights.

In addition, women's equality and difference are not absent from the duality of their legal status (Moghadam 1999). It can be concluded here that women's equality and difference are political tools that continue to shift as they are employed by different people in different situations in response to emerging political and theoretical interests as well as strategic opportunities (Bock and James 1992). However, the experience of women in Latin America is particularly illustrative in terms of showing how politicizing motherhood and domesticity using a language of "difference" was a route for demanding citizenship rights for women. They have deployed the language of difference in a way that challenged the public/private divide that used to disqualify women from political citizenship and legal equality. They took their feminine virtues out of the house into the public sphere and demanded that they be recognized as a service to the nation. The result was that creatively converting women's difference into service in the pursuit of equality for women (Molyneux 2001). This presentation of the difference argument should not be taken uncritically. It is also important to remind here that the equality versus difference is still an ongoing debate among feminists over which no consensus was reached. This debate was rightly described as the "Dilemma of Difference" on one hand, it insists that all people are the same in respect of their moral worth and deserve equal citizenship, and on the other hand it affirms group-based differences and that the strict application of equal treatment will put some groups at disadvantages (Young 1989).

Another aspect that can be added to the above argument is the one cultural difference between Western and world contexts. The issue of individual rights is usually contrasted with collective and social rights by feminist writing from a third world perspective (Molyneux 2001). In addition, the abstract individual in the Western context is contrasted with the relational individual in the Arab context, whose rights and duties are defined through the relational network surrounding him/her, rather than the contractual relations, legally protected by the state in the western democratic contexts. These relational rights are usually mediated by family, kin and clan relations. These relations are also characterized with patriarchy favoring males and elders over women and the younger. Accordingly, women become dependents of men and their rights are defined through their male guardians and relatives (Joseph 2000).

2.1.7 Public Organization and Activism on Women's Issues:

Despite the above pessimistic view of women's citizenship in the Middle East and the Arab World, women have managed to create spaces for demanding their citizenship rights challenging women's second-class citizenship all the region. They have challenged women's location in the private sphere and men's control of the public domain. They called for the modernization of the family law, the criminalization of violence against women, demanded greater access to employment and participation in decision making (Moghadam 1999, p.2).

There are different motives for women to come together and collectively work on joint interests. These motives are influenced by a number of factors. Young (1989) stated that women belong to the different social groups that Young (1989) has talked about that makes them differentiated by experience, culture, values, social positioning etc. This differentiation makes women have different needs and interests. Molyneux (1985) has distinguished between three types of interests. The first is women's interests that result from the fact that women belong to different social groups among which are ethnicity, color, class, etc and accordingly would carry the interests of those social groups they belong to. This makes it nearly impossible to generalize what 'women's interests' are; rather we need to analyze how different women will be affected and act differently in response to certain interests proposed. The second type of interests is women's strategic gender interests. These are the interests that derived from analysis of women's subordination and from formulating alternatives for changing this subordination. These are usually called feminist interest due to the level of consciousness required to struggle over them. The third type is women's practical gender interests. These arise from women's positioning in the existing division of labor. They are perceived and formulated by women themselves and usually arise in response to an immediate need.

These different interests result in an unresolved tension between women and feminist awareness of women's rights and expectedly would have described by Bock and James (1992) as: "the question is why would somebody who likes to be a woman need to be a feminist? Women's priorities might differ from feminist priorities, which were described by Hammami et.al. (2002) as: "There are social and material issues that can not be resolved solely by legal reform. Women without access to the labor market or

without adequate education and skills may have a different set of interests from working or professional women." These different interests and priorities are going to be some of the theoretical tools that will be used in analyzing women's different conceptualization of their citizenship rights and their different motives for supporting the different demands of women's equal and actually getting involved in collective action.

If one goes back to the debate over "equality versus difference" and its applicability to the Palestinian context, he/she can conclude that the equality discourse is problematic due to the previously mentioned complications of unequal legal status, patriarchy, traditions etc, as well as the larger political complications. Hammami and Johnson (1999) in examining the question of gender and citizenship emphasized that talking about Palestinian citizenship means talking about an in built difference. "Equal to whom "and different from what" in a context where simply being a Palestinian produces a series of exclusions and inequalities. Whether women will perceive themselves as equal to or different from men as well as from each other in terms of their citizenship rights, is something that will be examined in the field work of this study.

In addition to the above, the Palestinian context can not be isolated from the collective rather than the individual perception of one's rights that was addressed by a number of feminists writing from a third world perspective (peteet1991, Kandiyoti 1993 and Molyneux 2001). This culture is not expected to encourage feminist demands of equality as individual rights. One example from the Palestinian context would be the experience of the women's movement that has adopted the equality discourse and legal reform a gender perspective in the last decade as their main strategy in lobbying the interim PNA to advance women's citizenship rights, particularly the example of the "Model parliament" project in 1997 .These demands of equality are derived both from abstract justice and national claims (Hammami and Johnson 1999). The Model parliament was a donor-funded project implemented by the Women's Center for legal Aid and Counseling (WCLAC) that aimed at reviewing the Palestinian legislation from a perspective of "gender equality ". These demands provoked contradictory reactions from what can be called the secular and democratic forces versus the conservative and Islamist forces. While the democratic forces saw these demands

within the context of freedom of expression, the conservative and Islamist forces launched a huge opposition campaign against these demands as westernized and contradictory to local authentic culture.

2.2 Review of Related Arabic and Foreign Studies:

Women have been studied by many researchers, but one can notice that there is a severe lack of studies in Palestine concerning women in management.

2.2.1 Arabic Studies:

Abdul Fattah (1993) aimed in his study "The difference between the Two Sexes in the Motive to Achievement" at identifying the differences between men and women at work in the following variables: level of ambition, anxiety, and sense of loneliness. The sample consisted of 80 people. The results indicated that the statistical difference concerning the level of ambition was in favor of men, concerning sense of loneliness was in favor of women, and no statistical difference was found concerning anxiety.

Abuznaid (1993) conducted a study entitled " Palestinian Women: from Followers to Leaders". The main objective of Abuznaid's study was to investigate West Bank women managers' role. First, he re-emphasized that the traditional Islamic view of women is mainly rooted in one precise and well defined book known as Qur'an, and in a very large number of short texts, called the Sunnah, which is the collection of Hadiths or inspired sayings uttered by the prophet as well as the deeds performed by him. According to Qur'an and Sunnah, the roles of Muslim women are summarized in three major categories:

First: her role as a member of mankind.

He stated that all women in Islam are prescribed certain roles due to their nature. Like a Muslim man, a Muslim woman must fulfill the five pillars of Islam. However, Abuznaid mentioned some of the exemptions that women enjoy but not men.

Second: her role as a member of her family

He emphasized that one of the important aspect of Palestinian society is the extended family (Hamula) and that Hamula is regarded as an umbrella for all its members. He summarized the role of woman as a member of her family in the following two points.

First, she must obey her parents, treat them with respect, provide them with the help they need especially when they are not married. Second, a woman should play the role of a sister by helping parents bring up other children.

Third: her role as a member of society

In his study, Abuznaid summarized the national role of women managers in the following categories:

- A. The creation of women's national popular committees.
- B. Political leaders, because of Palestinian Intifada, the divisions among Palestinians (whether class or gender), have vanished.
- C. Strengthening of home economy.
- D. Their role in the Intifada

Abuznaid (1990) conducted another study entitled "Aspects of Management Attitudes, Beliefs, and Business Culture on the West Bank". One of the most interesting aspects of this study was that it incorporated 13 women managers in its sample. The study attempted to discuss the role of women managers surveyed.

The material presented in Abuznaid's study provided a distinctive discussion of the major characteristics of women as managers in the West Bank. It outlined the basic roles of women in the Islamic society of the West Bank. It was apparent from the discussion that the role of women was three-fold in nature. West Bank women as managers had roles as members of mankind, as members of families and as members of society.

Moreover, the findings of the study demonstrated that the status of women in the West Bank witnessed a dramatic change. Palestinian women no longer perceived themselves as followers and order takers. Instead they saw themselves as leaders in their society. In addition, the findings clearly showed that Palestinian women as managers played an economic role through the acquiring of payment through labor.

Al-Rasheed and Abu Dawlah (2001) conducted a study on "The Difficulties Facing the Jordanian Working women in the Private Sector". The researcher indicated that

the unbalanced representation between men and women holding senior-level positions was an international phenomenon which varied from country to another.

The results of the study showed the following:

- A. The social domain represented the first obstacle which kept women out of reach of the higher administrative positions.
- B. The second obstacle was the professional qualification.
- C. The third obstacle was weak management support.
- D. The last obstacle was inequality.

Calvert, John R. and Al-Shetaiwi, John R (2002) conducted a study on " Exploring the Mismatch between Skills and Jobs for Women in Saudi Arabia in Technical and Vocational Areas: The Views of Saudi Arabian Private Sector Business Managers". Saudi Arabia's rapid development has highlighted the shortage of national technical manpower and the subsequent need to recruit non-Saudi technical workers, on the one hand, and the difficulty of replacing these workers with qualified Saudis, on the other. Therefore successive Development Plans have tried to raise the quality and quantity of technical and vocational education for both men and women. In 1995/96 only 5 percent of Technical and Vocational Education (TEVT) enrolled students were female. This compares with an average of 29 percent in other Islamic countries and 45 percent in Japan (UNESCO, 1997, 1999). Part of this may be due to the preferences of female students in education, part due to the structure of TEVT in Saudi Arabia, part due to the availability of technical and vocational jobs available for women after completing their training and part due to the natural place of women in Saudi society. The Seventh Development Plan (2000-2004) assumes that the private sector will play a very significant role in employing a Saudi labor force including both men and women.

As part of a comprehensive study concerning the factors affecting women's employment in the Saudi private sector private sector business managers in four large cities were surveyed to see what factors they felt were important. The main factors affecting employment of women in technical and vocational education were seen by the managers as those relating to the structure of TEVT education in Saudi Arabia rather than preferences of women or pressures from society.

El-Sal'ous (2001) conducted a study "Personality Traits of the working Women in the Private and Public Sectors in Nablus". Her study is considered to be particularly important because it provides a comprehensive and accurate analysis about the personality traits of the working women in Nablus – Palestine, as this important sector has suffered during past years from a severe lack of information that can identify working women's traits in the private and public sectors. The study aimed at identifying the effect of the work sector, marital status, age, qualification, career, salary, and the place of residence on the personality traits.

El-Sal'ous found out that the statistical difference concerning the work sector in the control and personality traits between the public and the private sectors was in favor of the public sector.

The researcher recommended the following:

- A. The officials in the private and governmental establishments in Nablus should give special attention to improve the personality traits among the working women especially the emotional steadiness.
- B. Attention should be given to improve the control trait among the women who have less than a diploma qualification. Training workshops should be held for these women and they should be encouraged to continue their higher education.
- C. Sociability and responsibility traits among the employees should be improved because they demonstrated a lower degree compared to managers.

Hadad (2000) conducted a study entitled "The Role of the Jordanian Woman and her Contribution to the Labor Force in the Jordanian Governmental Sector" to highlight the Jordanian women role and contribution to the governmental working power, and to shed light on the impact this role had on the social and economic factors. The study indicated that women participated from 28-32% from the total number of public sector workers.

Jaber (2005) conducted a study on the difficulties facing the Palestinian working women in the public sector in the northern West Bank governorates: Nablus, Jenin,

Tulkarm, Tobas, Qalqilya, and salfit. The domains of difficulties were social, administrative, political and legal. In addition, Jaber's study sought to find out the impact of several variables (ministry, marital status, place of work, number of children, place of residence, academic achievement, motivation for work, governorate, years of work and monthly income) on difficulties facing Palestinian working women in the public sector as perceived by the women themselves.

Major Findings of the Study:

- A. The difficulties facing the working Palestinian woman in the public sector in the West Bank governorates were arranged in a descending order: Legal, political, social, family and administrative.
- B. It was found that favoritism, nepotism and personal connections were the biggest difficulties likely to affect woman's work, followed by the occupation, and roadblocks. The civilian and women bodies were the last difficulties likely to affect woman's work.

Major Recommendations of the Study:

- A. Officials should give more interest to the importance of the Palestinian women by reconsidering the current laws, being fairer to them and making them equal to men. This is in addition to amendment of civil service law.
- B. Education officials should enhance the role of the educational system in order to develop the girl's personality through her participation in political life. They should also strengthen the role of schools and universities in crystallization of her personality.

Khasawneh (1992) conducted a study on "The Difficulties that Hindered Women from Occupying Senior-level Positions in the Jordanian Ministries of Education and Higher Education". Results indicated that there was an influence on promoting women into upper-level administrative positions. The highest percentage was for the social difficulties, personal and occupational difficulties, educational and technical difficulties, and institutional difficulties respectively.

The researcher recommended the following:

- A. Finding equality in the promotion of men and women.

- B. Bridging the gap in the social and educational upbringing between both sexes.
- C. Promoting on the basis of qualifications and abilities.
- D. Offering training for women on equal basis.

Mansour (1999) conducted a study on "The Working Women in the United Arab Emirates Traditional Society from a Comprehensive Work Perspective" as it was one of the societal issues discussed by many scholars and researchers. The study aimed to go beyond the conceptual societal understanding of the working women. To develop a more comprehensive societal concept towards women work, the researcher developed a sample that consisted of 139 women to identify the various roles of working women, and to specify the nature of work they did.

The results of the study were:

- A. Women work in traditional societies was mainly in service industries.
- B. Division of work had not been an obstacle that prevented women from doing various social and economic duties.
- C. Women participated effectively in the working power in the United Arab Emirates.

Nasrawi (1986) conducted a study on "The Reasons Influencing Women Leaders' Roles in Jordan". The sample of the study consisted of 240 people working as leaders.

Results showed five domains:

- A. Biological Factors: harmonization between the requirements of work and family. Males were in favor of this idea more than females.
- B. Social Factors: Looking at women as leaders. Holders of MA and PhD degrees were in favor of this domain more than holders of Diploma and bachelor degrees.
- C. Economic Factors: Financial burdens resulting from leadership. The study showed no significant difference at any variable.
- D. Psychological Factors: Women's self-confidence. Sex variable was very significant. Males were in favor of this variable more than females.
- E. Educational Factors: Men's point of view towards women as leaders. The study showed a significant difference due to marital status and years of

experience variables. Widows, divorced and married people from both sexes were in favor of these factors more than single people, whereas the inexperienced were in favor of these factors more than the experienced.

Odeh (2002) conducted a study on "The Obstacles Keeping the Palestinian Woman out of Reach of the Higher Administrative Positions in the Palestinian Public Establishments form the Point of View of the Employees". The study aimed at recognizing the effect of some variables such as the establishment role, gender, marital status, number of children, education, place of residence and age, on the obstacles that keep the Palestinian woman out of reach of the higher administrative positions in the Palestinian public establishments.

Major Findings of the Study:

- A. There are no significant differences at the level ($\alpha = 0.05$) concerning the obstacles keeping the Palestinian woman out of reach of the higher administrative positions in the Palestinian public establishments due to the gender variable.
- B. There are no significant differences at the level ($\alpha = 0.05$) concerning the obstacles keeping the Palestinian woman out of reach of the higher administrative positions in the Palestinian public establishments due to the education variable.
- C. There are no significant differences at the level ($\alpha = 0.05$) concerning the obstacles keeping the Palestinian woman out of reach of the higher administrative positions in the Palestinian public establishments due to the age variable.

Major Recommendations of the Study:

- A. Recommending the social and educational establishments to enhance open mindedness during the process to the social upbringing of the two sexes.
- B. Recommending these establishments to identify the problems hindering the reach of women the higher administrative positions.

- C. Recommending the administrative system to adopt propaganda about the importance of the role of the woman in the society to enhance the development process.
- D. Encouraging the woman to do her best to be outstanding in order to get equal promotion in employment.

Raihani (1989) conducted a study on " The Motives of the Jordanian Woman in Science: Analytical Study Implemented on General Shareholding Companies in the Jordanian Private Sector". The objective of the study was to identify the problems facing the Jordanian women working in the private sector. Focus was given to problems influencing women from holding upper-level administrative positions. It is the only study conducted on women based on a representative sample that consisted of 415 women. A questionnaire was used to figure the economic, educational, occupational, administrative, and legal barriers. All of these domains were found to be influential at different degrees.

Shaikha (1990) conducted a study on "The Arab Women Working in Public Administration in the Arab Countries. The study resulted in the following:

- A. Most women didn't hold senior-level positions.
- B. Men had the power and they neglected women's qualifications, experiences, and skills in their decisions.
- C. Men saw women as temporary workers and that their work was not necessary because men were seen as breadwinners.
- D. Women were not practical and innovative and their roles were basically on familial and social issues.
- E. The prevailing recruitment policies in the Arab world were men-made, impractical, and not integrated.

However, the study didn't indicate that women lack the personal traits required for holding leading positions.

2.2.2 Foreign Studies

Anstasi (1985) conducted a study to identify the differences between men and women. Results showed the following:

- A. Men were more stable than women.

- B. Men were more confident than women.
- C. Men were more self-dependent than women.
- D. Men were more powerful than women.
- E. Men were less anxious than women.

Cross, Christine (2008) conducted a study on "Organizational Barriers: Investigating the Impact on Career Aspirations of Female Managers in Ireland". The dearth of women in senior management positions across the globe has been the subject of much debate and research in recent years; the question as to why there are so few senior female managers has been posed for over two decades. Previous studies have highlighted that female managers encounter more obstacles to career progression than their male counterparts. Building on this background this study investigated the impact of organizationally created barriers on female career progression. The research takes as its unique focus women in middle level management positions, as it is individuals at this organizational level who are the successors to the executive suite. Thirty female managers, from across a wide range of industry sectors in Ireland were interviewed for this study. The findings reveal that women perceive they are faced with a set of insurmountable obstacles. These barriers are created by the relationship between organizational culture, policies and attitudes, and collide with the career phase where women have young children. As a result, the women in this study have decided not to pursue their career aspirations of attaining senior management positions, in the short to medium term future. It is clear that the realities of working life are not being addressed by organizations, resulting in women feeling pressurized to the extent they believe imposing a glass ceiling on themselves is the answer.

Heineck, Guido (2004) conducted a study on "Does Religion Influence the Labor Supply of Married Women in Germany?" Using behavioral theories, this article analyzes whether religion influences married women in Germany in their decision to supply labor. Gender roles and accompanying attitudes toward the division of labor among spouses might differ across religious groups depending on the groups' strictness. Examining data from the GSOEP, the findings suggest that denominational affiliation itself only weakly influences women's labor participation decisions. However, women who participate regularly in religious activities are less inclined towards paid employment. Furthermore, there is evidence that the presence of a spouse with a strong belief also affects a woman's supply of labor negatively.

Lauer, Charlotte (2000) conducted a study on " Gender Wage Gap in West Germany: How Far Do Gender Differences in Human Capital Matter?" This paper analyses the extent to which gender differences in human capital contribute to explaining the observable wage differential in favor of men and its reduction since the mid-eighties among West German full-time employees in the private sector. Based on a simple analytical framework, the analysis shows that if a large part of the gender wage gap can be attributed to women's relative deficit with respect to human capital endowment, an equally large part stems from the fact that female human capital is less valued in terms of wages. The gender wage gap narrowing stems mainly from a reduction in gender inequality with respect to the returns to human capital in terms of wage which favors women. Nevertheless, women improved their relative position regarding human capital endowment, but the overall lower valuation of human capital by the labor market reduces the benefit of this relative improvement. The roles of the educational attainment, labor market experience and occupational factors were analyzed specifically. The level of educational attainment explains a large part of the gender wage gap, mainly because women have a lower educational attainment than men, but also because similar qualification levels yield lower returns for women. Taken alone, the developments related to education would have increased the gender wage gap significantly. This is because, if women did catch up in terms of educational attainment, the effect of this educational expansion was more than compensated by the fact that the returns to education dropped particularly markedly for women. Changes related to labor market experience have a neutral influence on the gender wage gap. Women improved their relative position concerning their work experience, but lose their advantage in the returns to work experience. Part of the gender wage gap is attributable to occupational segregation, i.e., female crowding into lower paid occupations. The extent of occupational segregation has remained fairly stable, but the wage penalty for working in typically female jobs has increased over time.

Lopez, Maria Pabon (2008) conducted a study on " The Future of Women in the Legal Profession: Recognizing the Challenges Ahead by Reviewing Current Trends". In 2004, the Indiana Supreme Court Race and Gender Commission undertook a large survey of lawyers' perceptions about women in the legal profession in order to assess which areas of gender bias have improved and which areas could stand improvement. This article takes the data from this survey and interprets its significance for women

in the profession and for the justice system overall. The article compares the findings from the 2004 study of Indiana lawyers to the findings of a similar earlier Indiana study (conducted in 1990) and draws conclusions regarding the overall occurrence of gender bias in Indiana along the experiences of women in the legal profession in the state. The article further examines how the instances of gender bias and the experiences of women in the legal profession in Indiana measure up to those of other parts of the country by using comparative data from other U.S. jurisdictions. Finally, Professor Lopez offers conclusions and recommendations on how the situation for women in the legal profession can be improved and for further study on the topic of gender equality in the legal profession. In particular, she finds that while the overall satisfaction data shows that Indiana attorneys and their counterparts nationwide appear on the whole satisfied with their careers, it is evident that there is still room for improvement. Disparity between the genders in the legal profession continues, especially in the area of financial compensation. In terms of advancement, discrimination in the workplace and the work/family balance, women still show similar dissatisfaction and gaps with similarly situated men. Even though it may appear that gender equity is the norm in the legal profession, the data shows that women lawyers are still not on even ground with their male counterparts in key aspects.

Mikkola, Anne (2005) conducted a study on "Role of Gender Equality in Development - A Literature Review". This paper reviews a broad range of micro-, macroeconomic and development economics literature on the impact of gender equality on economic development and growth. Stylized facts are reported as well as the results of both empirical and theoretical research. Globally, women's roles are found to be in the midst of change. These changes may stem from technological improvement, as industrialization has made extensive home-based production obsolete and reduced the demand for children. Instead of the gendered specialization in autarkic households, contemporary specialization in the market place may have led to lower fertility and consequent shifts in women's economic roles. As historic hierarchical gender valuations appear in many different guises, adjustment to these changes pose challenges on many different levels. Overall the literature suggests that issues in gender inequality as it relates economic development fall into the categories of: values and religion, cultural restrictions and roles, legal and inheritance laws and

practices, resource allocation within marriage, labor market access, education, fertility, gender specific market failures in finance, and power in decision making.

Nelson (1996) conducted a study on six women holding upper-level administrative positions in Wisconsin University. Three women were deans, two were consultants, and one was an academic employee. Their average work experience was 15 years. This research resulted in the following seven ideas: Women identity, strategic power, independence, discrimination, culture, place, and age.

All participants have agreed that women management traits were effective, integrated and simple. They also identified that there were difficulties hindering women from reaching upper-level positions including but not limited to: negative ideas from men towards women, lack of women leaders who could act as models for others, and lack of qualified women compared to men.

Perrott, Stella (2002) conducted a study on " Gender, Professions and Management in the Public Sector." This article examines the location and status of women professionals in the public services, noting their small numbers in the elite sectors and at the highest levels. It also charts the rise in managerialism in the public sector, particularly in those areas where women dominate, and argues that the rise in managerialism is a gendered phenomenon which ensures that women remain in roles and occupations subordinate to men. Equal opportunities policies will have little effect while occupations numerically dominated by women remain devalued and continue to be controlled by men from outside the profession.

Rogers (2005) conducted a study on "An Analysis of the Perceptions of Male and Female Superintendents Regarding the Barriers for Women in Acquiring a Superintendent Position in Missouri Schools". This paper explored the proposition that educational management was a gendered construction. Historically men have dominated management and administrative positions in public education. The United States public school superintendence continued to be the most gender-stratified executive position in the country, with men 40 times more likely than were women to advance from teaching to the top leadership role in the school district.

The purpose of this study was three-fold: (1) to determine if there was a significant difference between the number of men and women who held a current certificate as

superintendent of schools in Missouri; (2) to determine if there was a significant difference in the then current number of school superintendents who were men and held a current superintendent certificate and those who were women and held a current superintendent certificate; and (3) to determine if there was a significant difference between the perceptions of men and women, who were current school superintendents, (a) respective of the barriers to women who desired a school superintendent position and (b) respective of the nature of career enhancements that may have assisted women in acquiring a school superintendent position.

To determine the issues cited as the purpose of this study, a survey was sent out to all 524 practicing superintendents in Missouri public schools during the 2003-04 school year. Three research questions were investigated via four major hypotheses and six sub-hypotheses were examined using parametric and non-parametric inferential statistical techniques via SPSS software at the .05 level of significance, two-tailed. Hypotheses one and three were rejected. The remaining eight hypotheses were not rejected.

Selmi, Michael L. and Cahn, Naomi R (2006) conducted a study on " Women in the Workplace: Which Women, Which Agenda?" Much of the work family literature that has blossomed over the last decade has focused on professional women and has emphasized policy changes that would be of less utility to many other working women and men. In this symposium contribution, the researchers explore the recent data on working time to demonstrate that in today's economy more women are underemployed rather than overemployed. They also demonstrate that although professional women tend to work the longest hours, they also tend to have the greatest means, both in income and workplace benefits, to support them in achieving a workable balance between their work and family demands. They discuss the most prominent policy proposals for helping attain this balance, including a greater emphasis on part-time work and shorter workweeks, and critique them for their failure to address the needs of most working women. Finally, the researchers suggest several alternative proposals, including lengthening school days, addressing domestic violence, and challenging the stubborn gender norms that prevent further progress for equality in both the workplace and the home.

Wilbanks (2005) conducted a study on "Collegiate Bureaucracy: Barriers that Affect the Hiring and Promotion of Female Administrators in State-Supported Higher Education Institutions in South Carolina". The purpose of this research was to recognize collegiate bureaucracy by identifying barriers that affect the hiring and promotion of female administrators in state-supported higher education institutions in South Carolina. It sought to identify factors and characteristics that either facilitate or impede this practice and investigate the implicit collegiate bureaucracy that is involved. An ethnographic approach that incorporated a combination of quantitative and qualitative data was utilized in an attempt to gather the most effective, nonbiased data. The researcher employed a phenomenological method so that the reader could gain a better understanding of the unique experiences of female administrators.

Triangulation was used and data were collected through previous literature, questionnaires, interviews, and focus groups. The principal sources were semi-structured interviews with females that were currently in or had recently left vice president and vice chancellor leadership positions. Each participant was employed with a state, co-educational college in South Carolina.

Collegiate bureaucracy barriers were assembled into three fundamental categories and each encompassed three barriers that were eventually transformed into codes. The barriers were revealed in various categories of behavior during the interview process. Prospects to discover identifiable factors, positive and negative, to be successful in senior-level administrative positions in higher education is a valuable commodity to future leaders.

The data collected result in three central barrier categories and three constraint subcategories: political constraints, lack of networking, lack of mentors, queen bee phenomenon; personal constraints, spouse, family, geographical; and support constraints, professional, personal, and social.

2.2.3 Relevance of the Reviewed Related Studies:

The previous studies demonstrated that women are concentrated in middle-management positions rather than at senior-levels. Therefore, it could be concluded that this is an international phenomenon, and not only a local one. They also suggested that career success depends on such matters as organizational conditions,

qualifications, social support, political environment, and legal system. Despite the belief that women are discriminated against, both women and men agree that women have similar professional goals as do their male counterparts.

None of the previous studies has discussed the issue of attitudes and perceptions toward work among males and females. Moreover, neither the Arabic studies nor the foreign ones are applicable to the Palestinian context.

The researcher believes that the current topic "Palestinian attitudes and perceptions towards women holding upper-level administrative positions" is interesting to him, to his advisor, and to the research community because it is an important open problem. The researcher tries to solve a real problem, not a toy problem or worse yet, no problem at all. The researcher aims at providing solid theoretical work, good empirical results or, preferably, both; and the topic will be connected to but not be a simple extension of existing research. An extensive search of the literature found that there is a scarcity of empirical research examining women in management in Palestine. The researcher noticed that there is a severe lack of studies concerning women in management in Palestine, and especially, studies concerning the subject of attitudes and perceptions towards women as top executives.

The present study will give a better understanding of a key issue for organizational science, which is the influence of attitudes and perceptions towards women holding upper-level administrative positions using the middle and southern part of West Bank as an example.

However, the literature review serves the following purposes:

1. Provides a context for the research.
2. Ensures that the research hasn't been done before.
3. Enables the researcher to learn from previous theory on the subject.
4. Shows that the work is adding to the understanding and knowledge of the field.
5. Tells the reader what ideas were established on the topic and what their highs and lows are.

Chapter Three

Methodology and Procedure of Research

3.1 Introduction:

This chapter presents the methods, techniques, and procedures to be utilized in the study. This chapter will review the objectives of the study and will present the research design to be used and the setting of the study. Also this chapter aims at explaining the population to be studied and the instrument to be used in collecting the data, and then the process of data collection is presented. Finally the data analysis process is explained.

3.2 Research Design

There is no one best research design for all types of researches. Each type of design helps in a specific approach and should be selected accordingly to fit the nature of the topic of the research, the population of the study, the extent of existing knowledge, previous research, and resources and time available. This research depends on descriptive-analytical design approach.

Descriptive research provides data about the population being studied. It is used when the objective is to provide a systematic description that is as factual and accurate as possible. The description is used for frequencies, averages and other statistical calculations. Often the best approach, prior to writing descriptive research, is to conduct a survey investigation.

3.3 Survey Questionnaire

Questionnaire is one of the principal data gathering methods; it is a pre-formulated written set of questions to which respondents record their answers, usually within closely defined alternatives. The questionnaire is an efficient data-collection mechanism when the researcher knows exactly what is required and how to measure the variables on interest (Sekaran, 1992).

The questionnaire was written in English and has been developed for the purpose of the study by the researcher. The English version of the questionnaire was translated into Arabic the native language of respondents. The content of the questionnaire was aiming at collecting the necessary data concerning the Palestinian women in the

following areas: work and religion, women's conceptual and legal equality, women and the social look, organizational environment, managerial style, and capabilities and qualifications.

In order to achieve the goals and objectives of the research, the researcher has also reviewed some secondary data. Readings of available materials on women have been done in order to be acquainted with background of women movement in the world in general and in Palestine in particular.

After a thorough examination of the relevant literature, a questionnaire was constructed and submitted to the advisor for suggestions and approval. The questionnaire was intended to obtain demographic data about the respondents. The questionnaire allowed relatively and inexpensively gathering of large amount of information from a large sample.

It comprised close-ended questions which were quickly answered based on a five Likert Scale. Besides, an open-ended question is included to allow the respondent to talk freely about the issue of the research.

Before adopting the questionnaire, it was validated by researcher's supervisor who supplied his own modifications concerning some items, and then it was sent to five referees for the purpose of validation and approval. Appendix (1) shows referees of the questionnaire. The questionnaire was then pre-tested with some employees who were eventually excluded from the final group of respondents. Based on the notes of the pilot testing of the questionnaire, the final version of the questionnaire was adopted.

3.4 Methodology of the Research:

The questionnaire was used as a main tool for collecting data for this research. In collecting the data, the researcher used a combination of primary and secondary data sources, the source of the collected data can be either primary or secondary or a combination of both. Secondary data is ready data that can be obtained from secondary sources (Sekaran, 1992). The tools used in collecting secondary data for this research are as follows:

- Books
- Articles
- Internet

While primary data is collected directly from individuals, focus groups and a panel of respondents specifically set up by the researcher whose opinion may be sought on specific issues from time to time (Sekaran, 1992). However, the tool of collecting primary data for this research is questionnaire.

3.5 Research Population and Sample:

It is hard to reach a decisive up-to date description and analysis for the characteristics of the Palestinian attitudes and perceptions on women working as top level administrators. Because it would be too difficult to locate and survey each Palestinian individual, a survey population of just the Palestinian public sector institutions operating in the middle and southern part of the West Bank is conducted instead.

The middle part of West Bank consists of Ramallah, Jericho and East Jerusalem. The southern part of West Bank consists of Hebron and Bethlehem. The researcher is interested in getting an inexpensive approximation of the truth. Therefore, the researcher chose the sample conveniently and it covered the Palestinian ministries (see appendix 2). Members of the sample are selected only according to the specific characteristics that the researcher cares about which is Palestinian public sector employees.

3.6 Gathering Procedure:

The tool used to gain access to the population was list frames and area frames. A list frame is names of ministries that provide direct access to individuals. Area frames are a list of cities that provide indirect access to individuals. The researcher was careful that the frames should be complete and up-to-date and that no member of the survey population should be excluded from the frame or duplicated on the frame (represented more than once).

To facilitate the process of data collection, the researcher attached an official facilitating letter prepared by the Dean of School of Finance and Management at Hebron University to encourage the institutions to cooperate with the researcher and

provide the necessary information (see appendix 3). The researcher visited some of the ministries personally in Hebron and Bethlehem governorates. The researcher's friends serving at the public sector institutions were actively involved in the process of distributing and collecting the questionnaires. They were given an orientation by the researcher in which they were informed about the study objectives, the questionnaire's domains and items, target group of respondents, the procedure of distributing and collecting the questionnaire, and how to respond to respondents' questions. To maintain the privacy and confidence of data collection, the researcher's friends were told to put the questionnaires in envelopes and to close them immediately after receiving them back from the respondents.

In total, 1300 questionnaires were distributed. The questionnaires were collected directly. In total, the researcher received back 1079 questionnaires out of the 1300 questionnaires that were distributed, which represents 83% of total surveyed public institutions. Out of 1079 questionnaires that were collected 1074 questionnaires were analyzed and five questionnaires were excluded because they were not usable. See table (3.1) below for the number of respondents by ministry.

Table (3.1): Number of Respondents by Ministry

No.	Name of Ministry	Number of Respondents	Actual Respondents	Recovery Percentage
1	Ministry of Foreign Affairs	15	10	67%
2	Ministry of Information	20	16	80%
3	Ministry of Public Works	80	63	79%
4	Ministry of Agriculture	80	65	81%
5	Ministry of Wagf and Religious Affairs	90	79	88%
6	Ministry of Telecommunications	60	48	80%
7	Ministry of Justice	60	52	87%
8	Ministry of Youth and Sports	80	73	91%
9	Ministry of Civil Affairs	40	37	93%
10	Ministry of Education and Higher Education	180	168	93%

No.	Name of Ministry	Number of Respondents	Actual Respondents	Recovery Percentage
11	Ministry of Economy and Trade	85	68	80%
12	Ministry of Tourism and Antiquities	40	33	83%
13	Ministry of Culture	35	28	80%
14	Ministry of Planning and International Cooperation	35	26	74%
15	Ministry of Health	120	89	74%
16	Ministry of Finance	100	78	78%
17	Ministry of Environmental Affairs	60	53	88%
18	Ministry of Labor	100	78	77%
19	Ministry of Local Government	20	15	80%
Total		1300	1079	83%

3.7 Statistical Treatment of Data:

Once the data collection was finished, the responses were analyzed using the descriptive statistics frequencies, percentages, means, and standard deviation. The Statistical Package of Social Science (SPSS) was used for analyzing the data of questionnaires. The data was entered to the program. After that, the initial analysis of the data is conducted, and then conclusions and recommendations were reached.

Statistical instruments used include:

1. **Frequencies** – Frequency is the number of occurrences of a repeating event per unit time.
2. **Percentages** – Percentage means "out of 100", which means "divide by 100". It is used to indicate the relationship of a certain data with the overall population.
3. **Means** – The mean or average is probably the most commonly used method of describing central tendency. To compute the mean all you do is add up all the values and divide by the number of values. For example, the mean or average quiz score is determined by summing all the scores and dividing by the number of students taking the exam. For example, consider the test score values: **15, 20, 21, 20, 36, 15, 25, 15**. The sum of these 8 values is 167, so the mean is $167/8 = 20.875$.

4. **Standard Deviations** – The standard deviation is a statistic that tells how tightly all the various examples are clustered around the mean in a set of data. When the examples are pretty tightly bunched together and the bell-shaped curve is steep, the standard deviation is small. When the examples are spread apart and the bell curve is relatively flat, that tells you have a relatively large standard deviation.
5. **T-test** – The t-test assesses whether the means of two groups are *statistically* different from each other. This analysis is appropriate whenever one wants to compare the means of two groups.
6. **ANOVA** - One-way ANOVA is used to test for differences among two or more independent groups. Typically, however, the One-way ANOVA is used to test for differences among at least three groups, since the two-group case can be covered by a T-test
7. **Scheffe's Test** - When the decision from the One-Way Analysis of Variance is to reject the null hypothesis; it means that at least one of the means isn't the same as the other means. What is needed is a way to figure out where the differences lie, not just that there is a difference. This is where the Scheffe's test comes into play.

3.8 Ethical Considerations:

In conducting the research, the following ethical issues have been acknowledged by the researcher:

1. The researcher obtained a facilitating letter from the Dean of School of Finance and Management at Hebron University to facilitate the data collection process (see appendix 3).
2. The information was treated with strict confidentiality and used for the purpose of the study only.
3. To protect others rights, the researcher presented clearly the sources of data and references used.

3.9 Conclusion:

The researcher used a combination of primary and secondary data sources for conducting the research. A questionnaire was the main data collection tool. After developing the questionnaire, it was tested by five referees. The researcher selected

the public sector institutions in the middle and southern part of West Bank as the population of the study. The researcher distributed a total of 1300 questionnaires. The researcher got back 1079 questionnaires; the response rate was 83%.

The next chapter provides the results and data analysis of the collected questionnaires.

Chapter Four

Presentation, Analysis and Interpretation of data

4.1 Introduction:

The study's objective is to explore Palestinians attitudes and perceptions towards women holding upper-level administrative positions in the middle and southern part of West Bank. The validity of the questionnaire has been ascertained by the judgment of five experts. Furthermore, the questionnaire's reliability is also verified by the determination of the internal arrangement of the standard paragraphs that reached the rate of (0.75) according to Cronbach-Alpha, which is a very good rate. This indicates that should the data collection process be carried out at a later stage, the statistic results would have been very close to the present ones. The survey standard is applied on a sample consisting of (1079) persons.

4.2 Statistic Processing:

After the collection of questionnaires, data was entered into the computer using 5-Point Likert Scale. For example the response option "I strongly agree" has been given (5) on the scale, "I somewhat agree" (4), "I don't know" (3), "I somewhat disagree" (2) and "I strongly disagree" (1).

The required statistical processing of the data has been carried out by extracting the figures and the Percentages. The hypotheses of the survey are examined at the rate of $\alpha = 0.05$ by using the SPSS "Statistical Package for the Social Sciences" application to get frequencies, percentages, means, and standard deviations, One Way Analysis of Variance, T-test, and Scheffe's test.

4.3 Demographic Data:

This part of the study aims to discuss the demographic characteristics of the persons who filled the questionnaire; the variables are gender, age, educational background, social status, place of residence, and number of employment years. (See table 4.1).

4.3.1 Gender Distribution

The data showed that 60.9% of the respondents are males, while 39.1% of them are females. (See table 4.1). It can be noted that most of the workers at public sector

institutions are males according to the researcher observation. This means that the female participation rate is lower than male participation rate in the Palestinian territory. The low participation rate for women may be related to several reasons, primarily economic reasons concerned with the Palestinian labor market's absorbing the labor supply of women, and social reasons related to women entering the labor market at an older age compared to men. In addition, there are socio-cultural and economic reasons represented by the limited occupations over which women compete.

4.3.2 Age Group

The data indicated that 11.2% of the respondents are within the age group of less than 25 years, 43% of them are within the age group of 26-35, and 45.8% of them are within the age group of 36 and above. (See table 4.1). This means that 88.8% of the respondents were between 26 years old and above. Only 11.2% of the respondents were within the age group of less than 25 years. These findings revealed that the workers at the Palestinian public sector institutions are mature enough. This also may be attributed to the lack of job opportunities in the local labor market, which means that the problem is not in the supply side but in the demand side for both men and women. The results also may be related to the tendency of Palestinians to complete their education before work enrollment.

4.3.3 Educational Background

The data indicated that 25.7% of the respondents received at maximum 12 years of elementary and secondary education, 54.2% completed a post-secondary stage (13-17 years), and 20.1% completed a university study (Masters and PhD.). (See table 4.1). The results are congruent with the ongoing fact in Palestine that education has served as a means of empowerment within the Palestinian community, and as such has played a significant role within the community since 1948. Population growth and popular commitment to education have consistently kept demand for education high. Also, most of the jobs at the Palestinian public sector institutions require the workers to have certain educational qualifications.

4.3.4 Social Status

The data showed that 28.5% of the respondents are singles, while 71.5% are married. (See table 4.1). These results are a reflection of the results of respondents' age where 88.8% of the respondents were between 26 years old and above, the age where most of Palestinians are married.

4.3.5 Place of Residence

The data indicated that 57.5% of the respondents are townspeople, 34.1% are villagers, and 8.45 are camp residents. (See table 4.1). These findings may be related to population structure and distribution in the West Bank by type of locality. However, straightforward answer to these results can hardly be given because the West Bank comprises three main regions of substantial geographical and socio-economic heterogeneity.

4.3.6 Years of Employment

The data showed that 24% of the respondents have less than 5 years of employment experience, 34.6% have 6-10 years of employment experience and 41.4% have 11 and above years of employment experience. (See table 4.1). This can be explained due to the fact that the Palestinian National Authority (PNA) was only created in 1994 to administer Palestinian-populated areas of the West bank and Gaza Strip. Those who had 11 years and above of employment experience could be divided into two groups: First, old workers who worked for Israel during the years of occupation and continued to work with the new Palestinian National Authority afterwards; Second, workers who have been appointed since 1994 by the Palestinian National Authority itself.

Table (4.1): Sample distribution for demographic variables

Variables		Frequency	Percentage
Gender	Male	654	60.9%
	Female	420	39.1%
	Total	1074	100%
Age	less than 25 years	120	11.2%
	26-35 years	462	43.0%
	36 years and above	492	45.8%
	Total	1074	100%

Variables	Frequency	Percentage	Variables
Education	Less than 12 years	276	25.7%
	13-17 years	582	54.2%
	18 years and above	216	20.1%
	Total	1074	100%
Social Status	Single	306	28.5%
	Married	768	71.5%
	Total	1074	100%
Place of Residence	Town	618	57.5%
	Village	366	34.1%
	Camp	90	8.4%
	Total	1074	100%
Years of Employment	Less than 5 years	258	24.0%
	6-10 years	372	34.6%
	11 years and above	444	41.4%
	Total	1074	100%

4.4 Reliability of the Questionnaire

The reliability of the questionnaire was calculated by using the Cronbach Alpha and it was 0.77 as the following table indicates (Table 4.2).

Table (4.2): Reliability of the questionnaire using Cronbach Alpha

n	Field	n	alpha
1	Woman's Work and Religion	7	0.60
2	The Woman and the Legal and Conceptual Equality		0.62
3	The Woman and the Social Look.		0.63
4	Organizational Environment		0.61
5	Administrative Style		0.64
6	Capabilities and Qualifications		0.66
7	Total	65	0.77

4.5 Results related to the research question:

4.1.1 What is the degree of the Palestinians' support for the occupation of higher administrative posts by the women in the society?

In order to determine the degree of the Palestinians' support for the occupation of higher administrative posts by the woman in the society, we have calculated the Means & Std. Deviation for the study domains and statements. Tables 4.3 below and 4.4 (see appendix 6) show the results of the calculation. Results by domains related to the degree of the Palestinians' support for the occupation of higher administrative posts by the women are shown in table 4.3, and are then explained in details in tables 4.4.1 to 4.4.6.

Table (4.3): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level administrative positions in the middle and southern part of the West Bank (by the fields of study).

n	Domains	Mean	Std. Deviation
6	Capabilities and Qualifications	3.5233	.59085
5	Administrative Style	3.3715	.50143
3	The Woman and the Social Look.	3.1346	.45725
1	Woman's Work and Religion	3.0846	.51975
4	Organizational Environment	2.9655	.53972
2	The Woman and the Legal and Conceptual Equality	2.9106	.49087
Total		3.1359	.31383

In order to determine the degree of Palestinians' support for the occupation of higher posts by the women in the middle and southern part of the West Bank (by the field of study), we have calculated the overall arithmetic mean of these statements which equals (3.13). The most effective domains are arranged according to their importance, where no. 1 is the most important domain, no. 2 is the second and so on:

1. Capabilities and qualifications (3.52).
2. Administrative style (3.37)
3. The woman and the social look (3.13).
4. Woman's Work and Religion (3.08).
5. Organizational environment (2.96).
6. The woman and the legal and conceptual equality (2, 91).

Results by statements related to the degree of the Palestinians' support for the occupation of higher administrative posts by the women are shown in table 4.4. (See appendix 6). The table (4.4) shows the following main results:

- The statement "The woman should work in professions that should enable her to perform her household obligations" is considered as the most effective issue on the occupation of higher administrative posts by the woman, and that at an arithmetic mean of 4.18, followed by the view that "the woman's first assignment is taking care of the family" at an arithmetic mean of 4.11, followed by the statement "The woman is serious about her work with an arithmetic mean of 3.82, followed by the statement "The woman is capable of performing works that require mental skills with an arithmetic mean of 3.74, followed by the statement "The women must be in possession of the required educational qualifications in order to obtain higher administrative posts with an arithmetic mean of 3.74, whilst the statement "The woman's work outside her home is inconsistent with the traditions is with an arithmetic mean of 1.77 the least effective issue on the occupation of higher administrative posts by women.

The following tables (4.4.1 to 4.4.6) contain the calculations of the means and percentages of each field of the questionnaire. The results are discussed under each table.

Woman's Work and Religion

Table (4.4.1) shows means and standard deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank by the field of woman's work and religion.

Table (4.4.1): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the field of woman's work and religion).

n	Woman's Work and Religion	Mean	Std. Deviation
7	The woman should work in professions that should enable her to perform her household obligations.	4.18	1.07

n	Woman's Work and Religion	Mean	Std. Deviation
3	The woman's first assignment is taking care of the family.	4.11	1.15
1	The woman's work in mixed places.	3.72	1.21
6	Behind work of the woman is a pressing need.	3.20	1.25
5	The work of the woman turns her away from giving birth to children due to her involvement in the work.	2.35	1.20
4	The work of the woman turns her away from being married	2.28	1.24
2	The woman's work outside her home is inconsistent with the traditions	1.77	1.07
	Total	3.0846	.51975

1. The results in table (4.4.1) show that the majority of the Palestinian respondents in the surveyed public sector institutions in the middle and southern part of the West Bank strongly agree that the woman should work in professions that should enable her to perform her household obligations with an average of 4.18.
2. The results also show that the majority of the respondents strongly agree that the woman's first assignment is taking care of the family with an average of 4.11.
3. Palestinian public sector institutions workers don't agree that the woman's work outside her home is inconsistent with the traditions with an average of 1.77. Also they don't agree that the work of the woman turns her away from being married with an average of 2.28.

The results are almost consistent with the Islamic instructions in which women are allowed to work in Islam, subject to certain conditions, and even recommended to do so should they be in financial need. Islam recognizes that the society needs women to work for the sake of development. In general, women's right to work is subject to certain conditions:

- a. The work should not require the woman to violate Islamic law (e.g., serving alcohol), and be mindful of the woman's safety.

- b. If the work requires the woman to leave her home, she must maintain her modesty.
- c. Her work should not affect more important commitments, such as those towards her family.

Furthermore, it is the responsibility of the Muslim community to organize work for women, so that she can do so in a Muslim atmosphere, where her rights are respected. However, the employment of women varies over fields in Islamic law. Whereas women may seek medical treatment from men, it is preferred that they do so from female physicians. It is also preferred that female schools, colleges, sports centers and ministries be staffed by women rather than men.

Palestinians believe that the wife should take care of the home while the husband undertakes outdoor economic activities. According to them, this has its roots in Islamic religion. This division of chores and duties was the practice of the Muslims during the lifetime of the Holy Prophet PBUH. Even Fatimah (Radhiyallahu ‘anha), the beloved and noble daughter of the Prophet PBUH, used to carry out all the household chores herself while her noble husband ‘Ali (Radhiyallahu ‘anhu) carried out all the economic duties. It is true that from a pure legal point of view a wife may refuse to cook meals or carry out other household chores. Similarly, a husband has the legal right given him by the Shari’ah to refuse her permission to meet her relatives. If both of them restrict themselves to such a difficult ‘legal relationship’, an atmosphere of love, harmony, mutual understanding, and bilateral co-operation cannot develop between them.

A wife should not view household chores as demeaning or disgraceful in any way. In fact, her active contribution to her own home is the basic source of strength for the family and wider society. It is great service not just to her family but to the whole nation since the welfare of the nation is dependant on a healthy institution of the family. It is very strange that when an air hostess serves meals to hundreds of strangers on an airplane it is seen as a manifestation of liberalism, progress, and emancipation. However, when a wife renders much lighter services to her own family it is deemed servitude, a disgrace, and backwardness.

Today the western societies are suffering a devastating breakdown of the institution of the family. Their leaders and intellectuals are mourning this devastation, which is caused by nothing other than the lack of mutual co-operation between husband and wife and their failure to determine the rights and obligations of both according to natural, biological and religious requirements.

However, the husband should always remember that the household work undertaken by his wife is not a legal and Shar'i duty upon her. It is a voluntary service on her part for the welfare and benefit of the family. Therefore, he should always appreciate this goodwill from her. At the same time, he should never overburden her with all the household chores. Wherever possible he should try to provide her with servants or assist her himself. It has been reported in many authentic Ahadith that, despite his extremely demanding outdoor duties of Prophethood, the Holy Prophet PBUH used to carry out many domestic chores himself. For example, he used to milk the goats, wash and sew his clothes. We do not find anywhere in the Sunnah that he ordered any of his blessed wives to do this for him. However, they would carry out these chores of their own accord without him having to ask them.

Finally, Palestinians place a moderate emphasis on the role of religion and its influence upon women having senior-level positions.

The woman and the legal and conceptual equality

Table (4.4.2) shows means and standard deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank by the field of the woman and the legal and conceptual equality.

Table (4.4.2): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the field of the woman and the legal and conceptual equality).

n	The woman and the legal and conceptual equality	Mean	Std. Deviation
16	The Palestinian jurisdiction relies on the principles of equality between men and women.	3.42	1.12
13	There is an institutional discrimination hindering the woman from attaining higher administrative posts.	3.30	1.37

n	The woman and the legal and conceptual equality	Mean	Std. Deviation
9	The organizations dominated by men as employers expect too much from the woman.	3.26	1.17
10	Differences between men and women are professionally seen in a positive way.	3.18	1.28
8	The practices of the women's employment are fair.	3.01	1.32
14	There are discrepancies in the salaries between working men and women.	2.82	1.36
12	There is equality in the opportunities between men and women.	2.72	1.36
15	There is discrimination in the Palestinian legislation regarding the work of the women.	2.70	1.18
11	The women get more administrative training opportunities than men.	2.60	1.26
17	The local administrations abide by the application of the rule: 'The right person for the right place'.	2.08	1.30
	Total	2.9106	.49087

8. Table (4.4.2) shows that Palestinian public sector workers' attitudes and perceptions with regard to the woman and the legal and conceptual equality in general are below average with a mean of 2.91.
9. The most prominent statement in this field is that the Palestinian jurisdiction relies on the principles of equality between men and women with an average of 3.42, followed by the statement there is an institutional discrimination hindering the woman from attaining higher administrative posts with an average mean of 3.30.
10. The respondents disagree with the statement that the local administrations abide by the application of the rule: 'The right person for the right place' with an average of 2.08. They also oppose the statement that the women get more administrative training opportunities than men with an average of 2.60.

It is clear that Palestinian women's legal status as citizens is problematic. Men's rights are advantaging over women's rights. In Palestine, there is the patriarchy favoring males and elders over women and the younger. Accordingly, women become dependents on men and their rights are defined through their male guardians and relatives. The PNA is working to promote equal opportunities for women and men. The fact is that the implementation of legislation is not enough.

The term equality for women is conventionally understood to mean "the right to be equal to men." The basis for this understanding rose from the fact that women faced gross inequalities in relation to employment opportunities, wages, access to and enjoyment of health, rights within the family, citizenship etc. At this level of argument being equal to men is understood to mean having equal rights to men.

The problem arose because equality is then extended to the understanding that women must be treated exactly like men if they are to gain equality with men or that if women want equality, then they must do everything that men do. The implication of this is that women must be treated according to male standards. This obscures the ways in which women are different from men. If rules of procedure, expected behavior, processes by which a task is carried out, institutional arrangements etc. are the same for women and men, then women will be disadvantaged because of the differences between them.

The influence of legislation is important to an understanding of the present position of women in Palestine. The constitution specifies equality between men and women, but the researcher noted that there is no mechanism or law developed to prevent discrimination against women.

The woman and the social look

Table (4.4.3) shows means and standard deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank by the field of the woman and the social look.

Table (4.4.3): Means & Std.Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the field of the woman and the social look).

n	The woman and the social look	Mean	Std. Deviation
29	The early marriage of the girl hinders her from reaching higher administrative posts	3.73	1.31
27	The restriction of the woman's liberty diminishes her chances to attain higher administrative posts	3.62	1.23
28	The status of the girl being subordinate to her family weakens her independence.	3.61	1.10

n	The woman and the social look	Mean	Std. Deviation
23	The discrimination of the society between male and female hinders the woman from reaching higher administrative post.	3.54	1.30
26	The weakness of the society's confidence in the capability of the woman to lead weakens in return her chances to reach higher administrative posts	3.54	1.26
21	The capability of the woman of enduring the work stress.	3.52	1.33
19	The society's look at the woman being as a housewife better than being an employee contributed to the diminution of her chances to reach higher administrative posts	3.50	1.25
25	Many of the people believe that the woman takes care of formal things rather than the substantial	3.34	1.28
20	The decision makers in the society believe that the woman is incapable of occupying higher administrative posts	3.31	1.32
18	Lack of confidence to the woman hinders her from occupying higher administrative posts.	3.06	1.40
31	The man acknowledges the capacities of the woman at the administrative level.	3.05	1.25
32	It's difficult for the working woman to carry out her household duties.	2.95	1.37
24	The male employees accept the occupation of higher administrative posts by the women	2.92	1.36
34	The occupation of higher administrative posts by the woman is consistent with her physiological nature.	2.89	1.13
33	The inclination of the woman to emotions negatively effects her occupation of higher administrative posts.	2.80	1.28
22	The woman is capable of participating in long-term administrative courses outside her home	2.75	1.30
30	The higher administrative posts are among the priorities of the Palestinian woman.	2.70	1.23
37	The psychological effects that accompany the non-marriage of a woman exceed those of being single in the men, the matter which restricts the woman to attain higher administrative posts	2.68	1.31
35	The woman is less productive than the man.	2.66	1.46
36	The woman is less ambitious than man.	2.52	1.36
	Total	3.1346	.45725

1. Table (4.4.3) shows that Palestinian public sector workers attitudes and perceptions with regard to the woman and the social look are with an average mean of 3.13.
2. Public sector respondents slightly agree that the early marriage of the girl hinders her from reaching higher administrative posts with an average mean of 3.73.
3. Respondents of the public sector institutions slightly agree that the restriction of the woman's liberty diminishes her chances to attain higher administrative posts with an average mean of 3.62. In addition, they slightly agree that the status of the girl being subordinate to her family weakens her independence with an average of 3.61.
4. Generally, respondents disagree with the statement that the psychological effects that accompany the non-marriage of a woman exceed those of being single in the men, the matter which restricts the woman to attain higher administrative posts with an average mean of 2.68.
5. Respondents oppose to a great extent that the woman is less productive than the man with an average mean of 2.66. Besides, they disagree in the same way with the statement that the woman is less ambitious than man with an average mean of 2.52.

In many Islamic societies, there is a division of roles creating a woman's space in the private sphere of the home and a man's in the public sphere. In Islam, the sexes are considered equal before God. At the same time, Islamic law and practice recognize differences between sexes, resulting in different rights and obligations.

Women are expected to be home-makers and caregivers to their children, and it is generally considered a good thing if they are educated as well. Traditional interpretations of Islam support the traditional division of labor whereby women assume the main responsibility for the home while men are responsible for supporting their wives. Motherhood is seen as one of the most important roles in society. In most interpretations of Islam, Muslim women may seek a higher education, work outside the home or volunteer their services to benefit the community as long as their primary responsibilities are taken care of, they have the permission of their husbands and they do not compromise their faith in doing so.

Qur'an instructs believers that they should not treat women as a commodity which can be inherited and used as liked. The context is that in the pre-Islamic era, the wives of a person could be transferred to his heirs like his wealth and animals.

Muhammad (PBUH) described the high status of mothers in both of the major Hadith Collections (Bukhari and Muslim). One famous account is:

"A man asked the Prophet: 'Whom should I honor most?' The Prophet replied: 'Your mother'. 'And who comes next?' asked the man. The Prophet replied: 'Your mother'. 'And who comes next?' asked the man. The Prophet replied: 'Your mother!'. 'And who comes next?' asked the man. The Prophet replied: 'Your father'" (Hadith)

In Islam, the primary role played by women is to be mothers, and mothers are considered the most important part of the family. A well known Hadith of the prophet says: "*I asked the Prophet who has the greatest right over a man, and he said, 'His mother'*" (Hadith). While a woman is considered the most important member of the family, she is not the head of the family.

Palestinians are aware of the importance of the social look towards women to be managers. They recognize that women are facing the dual burden of work and family life. Therefore, women are greatly discouraged as managerial candidates for social attitudes and perceptions.

Organizational environment

Table (4.4.4) shows means and standard deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank by the field of organizational environment.

Table (4.4.4): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the field of organizational environment).

n	Organizational environment	Mean	Std. Deviation
49	The woman is characterized by her sincerity at work and the sacrifice of her time to the benefit of the institution.	3.27	1.29
46	The organizational environment at the Palestinian institutions plays a role in the woman's professional success.	3.20	1.09

n	Organizational environment	Mean	Std. Deviation
47	The deficiency in the number of women occupying higher posts in the institutions proves to be an obstacle to the promotion of their equals.	3.17	1.24
43	There are appropriate working conditions for the women at the institutions.	3.15	1.18
39	The Palestinian work environment supports the woman.	3.08	1.19
44	The employers encourage the women to creativity in the work.	2.97	1.25
42	The women feel content with their jobs.	2.93	1.19
41	The woman enjoys organizational independence.	2.92	1.18
48	The employed women receive a strong support from their colleagues at work.	2.88	1.25
40	The woman acknowledges the capacities of her equals at the administrative level.	2.83	1.24
38	The woman can endure the biting criticism from her work colleagues.	2.64	1.22
45	Have a woman as their direct superior.	2.57	1.46
	Total	2.9655	.53972

1. Table (4.4.4) shows that Palestinian public sector workers attitudes and perceptions with regard to the organizational environment are below average with a mean of 2.96.
2. The most prominent statement in this field is that the woman is characterized by her sincerity at work and the sacrifice of her time to the benefit of the institution with an average mean of 3.27 followed by the statement the organizational environment at the Palestinian institutions plays a role in the woman's professional success with an average mean of 3.20.
3. The respondents strongly disagree with the statement that the have a woman as their direct superior with an average mean of 2.57. They also oppose the statement that the woman can endure the biting criticism from her work colleagues with an average mean of 2.60.

Gender stereotypes of occupations are manifested in the belief that certain occupations (e.g., nurse, teacher, secretary, etc.) are "women's" occupations and others (e.g., automotive mechanic, engineer, and medical doctor) are "men's."

Occupational gender-stereotyping is important to consider because of the labor market outcomes (e.g., recruitment, hiring, pay, promotion, etc.) that may result from them. For example, gender-stereotyping of occupations may discourage individuals from pursuing careers in occupations typed as gender-inappropriate for them, even though they may actually be well-suited for such careers. This stereotyping may also discourage managers from hiring qualified individuals for non-traditional occupations, though such actions are not lawful. In addition, occupational gender-stereotyping may affect pay, promotion, and other rewards based on perceptions that "women's work" is not as important or as difficult as "men's work." Finally, such stereotyping and the resulting outcomes contribute to the pervasive gender segregation of occupations.

The creation of a 'can-do' environment for Palestinian women is important for their success and occupation of higher administrative posts. This 'can-do' attitude coupled with good educational opportunities will probably contribute to the development of the careers of Palestinian women. Within work organizations, one of the biggest career obstacles for women managers is the attitude of men and, to a lesser extent, the attitude of women towards women as managers. Schein (1976) coined the phrase 'think manager – think male' to describe how perceptions of managerial qualities tend to favor masculine traits.

Managerial Style

Table (4.4.5) shows means and standard deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank by the field of managerial style.

Table (4.4.5): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the field of managerial style).

n	Managerial Style	Mean	Std. Deviation
57	The woman is serious about her work.	3.82	1.08
55	The woman is capable of performing works that require mental skills.	3.74	1.18
53	Creation of connections enhances the promotion of the woman.	3.71	1.18

n	Managerial Style	Mean	Std. Deviation
51	Working women seize the opportunities made available to them to attain professional promotions.	3.65	1.18
50	The woman is emotionally influenced when taking her decisions.	3.50	1.24
52	The administrative scheme plays an effective role in obtaining higher administrative opportunities by the woman.	3.39	1.13
58	The woman is reluctant in taking decisive decisions.	3.31	1.26
54	The woman is capable of working for long hours.	2.90	1.33
59	The weakness of the Palestinian woman in organizational matters is one of the reasons which hinders her from acquiring higher posts.	2.89	1.29
56	The weak affiliation to the place of employment keeps the woman in low administrative positions.	2.82	1.33
	Total	3.3715	.50143

1. Respondents of the public sector institutions slightly agree that the woman is serious about her work with an average mean of 3.82.
2. Public sector respondents slightly agree that the woman is capable of performing works that require mental skills with an average mean of 3.74.
3. Public sector respondents slightly agree that creation of connections enhances the promotion of the woman with an average mean of 3.71.
4. Generally, respondents disagree with the statement that the weakness of the Palestinian woman in organizational matters is one of the reasons which hinders her from acquiring higher posts with an average mean of 2.89.
5. Respondents oppose to a great extent that the weak affiliation to the place of employment keeps the woman in low administrative positions with an average mean of 2.82.

The questionnaire respondents believe that the managerial style is crucial to the success of women as managers. It is not surprising to indicate that old stereotypes about women managers are alive and thriving. At organizational levels, men and women have lower expectations of women managers than they do of male managers. The visibly competent male manager with an aggressive, take-charge attitude and a habit of giving orders is likely to be praised and rewarded. The equally competent

female manager behaving in the same manner is perceived as acting outside of her “feminine” role and is liable to be labeled as difficult, or worse.

To address the question of whether men and women have different management styles, Eagly and Johnson conducted a 1990 review of leadership studies. Interestingly, although lab studies of management styles showed women to be both interpersonally oriented and democratic and men to be both task-oriented and autocratic, field studies found a difference on only one of those dimensions: The women were more democratic, encouraging participation, and the men were more autocratic, directing performance.

Therefore, it could be concluded that women aspiring to management may consider their sex and their behavioral style in light of where they work. They may get a more positive appraisal in sectors typically populated by women, but if they work in the many areas dominated by men, adapting their style to the more command-and-control approach may help them fit in. Similarly, men taking management jobs in women-oriented industries may tap the interpersonal skills traditionally associated with women in order to be seen as more effective.

Capabilities and Qualifications

Table (4.4.6) shows means and standard deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank by the field of Capabilities and Qualifications.

Table (4.4.6): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the field of Capabilities and Qualifications).

n	Capabilities and Qualifications	Mean	Std. Deviation
64	The women must be in possession of the required educational qualifications in order to obtain higher administrative posts.	3.74	1.06
63	The woman is more inclined to work in ordinary posts.	3.69	.96
62	Only few benefit from the administrative capabilities of the woman.	3.58	1.11
60	Most of the women occupying higher administrative posts attained these posts on the basis of a political background.	3.54	1.24

n	Capabilities and Qualifications	Mean	Std. Deviation
61	The woman's abstention from partial activities diminished the women's quota of higher administrative posts.	3.35	1.15
65	Inclination of the women to work as part-timers.	3.23	1.11
	Total	3.5233	.59085

1. This domain is the most influential one to determine the degree of Palestinians' support for the occupation of higher posts by the women in the middle and southern part of the West Bank with an overall arithmetic mean of 3.52.
2. Respondents of the public sector institutions slightly agree that the women must be in possession of the required educational qualifications in order to obtain higher administrative posts with an average mean of 3.74.
3. Public sector respondents slightly agree that the woman is more inclined to work in ordinary posts with an average mean of 3.69.
4. The least effective statement in this domain is the statement that inclination of the women to work as part-timers with an average mean of 3.23, followed by the statement that the woman's abstention from partial activities diminished the women's quota of higher administrative posts with an average mean of 3.35.

It is a widely acknowledged fact that improvements in the quality of women's education will bring about gender development to a certain extent although literacy alone is not sufficient to subdue the existing levels of discrimination, still one cannot rule out its potential benefit for women's empowerment. Hence, female education had been given priority in the last 14 years in Palestine. The signing of the Oslo Accords in 1994 laid out the transfer of certain powers to the PNA, including the power to administer education. This marked the first time in history that Palestinians would administer their own unified education system over the entirety of the West Bank and Gaza Strip (not including Jerusalem). Immediately, the PNA set out to accomplish a number of goals. It began by providing schooling to everyone through a system of compulsory education, inspired by the notion that education is a basic right that must be upheld by government. The PNA tried to reduce drop-out rates, eliminate illiteracy

and provide education for girls, especially as it was ignored during the years of Israeli occupation.

The Palestinian Ministry of Education worked hard to form a committee specialized in curriculum development, taking into account various approaches that encourage critical thinking, discovery and participation, while avoiding extensive memorization. More important is that the new syllabi would adopt and promote progressive views about women in all regards. The Ministry appointed a gender specialist to guarantee the incorporation of gender issues in the curriculum and civil education.

Haddad (1989) noted that "Although Palestinians assign uncommon value to the education of children generally, parents still place the greatest emphasis on the education of sons, both as a source of family pride and identity and as an investment in future economic security. As Maianne Heisbergnoted noted in the FAFo survey:

"Advanced education for women continues to meet certain resistance. Many families fear that attendance at mixed institutions of higher education can lead women into situations which potentially reflect poorly on family honor. More important, the traditional expectation of women is that their ultimate fulfillment comes through marriage and children, not through educational and professional achievement. Moreover, the economic rewards gleaned through education will become the property of the daughter's husband and thus will not function as a return on the investment of her family. Among many Palestinians, higher education for women's often viewed as an impediment to marriage. It is the roles obtained through marriage, rather than the opportunities opened by education, that primarily define a women's place in Palestinian society."

However, the results of the current study revealed that Palestinians placed an emphasis on education as one of the first effective domains that women must have to occupy senior-level positions.

4.6 The Hypothesis

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank that may be attributed to the following

variables: sex, age, social status, place of residence, years of employment, and education.

In order to be certain of the correctness of the hypothesis, the researcher has applied the t-test and one-way analysis of variance *on the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank that are attributed to the following variables: sex, age, social status, place of residence, years of employment, and education.*

The T-test is used to gauge the significance of differences in the dependent and independent arithmetic means, and for the equal and unequal samples between two variables: independent (discrete) and dependent (continuous) at least under the condition that the independent variable has only two levels.

The test of the one-way analysis of variance is used to measure the significance of differences between two variables: an independent (discrete) and dependent (continuous) or more, and whether such differences are attributable to a real difference between these groups or to the application conditions or attributable to the chance.

Results are shown in the following tables.

4.6.1 Testing of Results Related to the First Hypothesis by sex

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank due to sex.

Table (4.5): T-test for differences in attitudes and perceptions towards women holding upper-level positions according to gender.

Domains	Gender	N	Mean	Std. Deviation	df	T-test	SIG
Woman's Work and Religion	Male	654	3.20	.49	653	9.376	.000
	Female	420	2.91	.51	419		
The Woman and the Legal and Conceptual Equality	Male	654	2.94	.50	653	2.716	.007
	Female	420	2.86	.47	419		

Domains	Gender	N	Mean	Std. Deviation	df	T-test	SIG
The Woman and the Social Look.	Male	654	3.22	.43	653	7.999	.000
	Female	420	3.00	.46	419		
Organizational Environment	Male	654	2.90	.55	653	-4.735	.000
	Female	420	3.06	.51	419		
Administrative Style	Male	654	3.41	.41	653	2.707	.007
	Female	420	3.32	.61	419		
Capabilities and Qualifications	Male	654	3.57	.57	653	3.219	.001
	Female	420	3.45	.61	419		
Total	Male	654	3.18	.31	653	5.578	.000
	Female	420	3.07	.32	419		

The above table reveals to us that there are differences of statistic significance at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the woman in the Middle and South of the West Bank that are attributable to the gender. The differences were to the favor of the females whose support to the women's occupation of higher administrative posts was with the arithmetic mean of (5.57) higher than that of the males with (3.21).

Subsequently, the null hypothesis is rejected and the alternative one is accepted. This latter provides for the existence of differences of statistic significance at the rate of $\alpha = 0.05$ in the degree of supporting the occupation of higher administrative posts by the woman in the Middle and South of the West Bank that are attributable to the variable of gender.

4.6.2 Testing of Results Related to the Second Hypothesis by Education

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank due to education.

The following table shows the frequencies, means, and standard deviations (sd) for the differences between Palestinian attitudes and perceptions towards women holding senior level positions according to the educational background.

Table (4.6): Means & Std. Deviation for differences in attitudes and perceptions towards women holding upper-level positions according to educational background.

Domains	Education	N	Mean	Std. Deviation
Woman's Work and Religion	Less than 12 years	276	3.19	.49
	13-17 years	582	3.02	.55
	18 years and above	216	3.12	.45
	Total	1074	3.08	.52
The Woman and the Legal and Conceptual Equality	Less than 12 years	276	3.00	.50
	13-17 years	582	2.96	.51
	18 years and above	216	2.66	.33
	Total	1074	2.91	.49
The Woman and the Social Look.	Less than 12 years	276	3.29	.40
	13-17 years	582	3.12	.50
	18 years and above	216	2.98	.35
	Total	1074	3.13	.46
Organizational Environment	Less than 12 years	276	3.12	.58
	13-17 years	582	2.96	.55
	18 years and above	216	2.78	.37
	Total	1074	2.97	.54
Administrative Style	Less than 12 years	276	3.53	.35
	13-17 years	582	3.34	.59
	18 years and above	216	3.27	.32
	Total	1074	3.37	.50
Capabilities and Qualifications	Less than 12 years	276	3.56	.55
	13-17 years	582	3.51	.65
	18 years and above	216	3.52	.46
	Total	1074	3.52	.59
Total	Less than 12 years	276	3.26	.28
	13-17 years	582	3.12	.34
	18 years and above	216	3.00	.18
	Total	1074	3.14	.31

To find out if there is any level of significance between *Palestinians* attitudes and perceptions in the middle and southern part of the West Bank towards women holding upper-level administrative positions due to educational background, One-Way-ANOVA test was used.

Table (4.7) One-Way- ANOVA test of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to educational background.

Domains	Sources	Sum of Squares	df	Mean Square	F	Sig.
Woman's Work and Religion	Between Groups	5.691	2	2.845	10.724	.000
	Within Groups	284.174	1071	.265		
	Total	289.865	1073			
The Woman and the Legal and Conceptual Equality	Between Groups	17.766	2	8.883	39.513	.000
	Within Groups	240.773	1071	.225		
	Total	258.539	1073			
The Woman and the Social Look.	Between Groups	11.418	2	5.709	28.717	.000
	Within Groups	212.923	1071	.199		
	Total	224.342	1073			
Organizational Environment	Between Groups	14.489	2	7.245	26.031	.000
	Within Groups	298.069	1071	.278		
	Total	312.559	1073			
Administrative Style	Between Groups	9.498	2	4.749	19.540	.000
	Within Groups	260.290	1071	.243		
	Total	269.788	1073			
Capabilities and Qualifications	Between Groups	.567	2	.283	.811	.445
	Within Groups	374.018	1071	.349		
	Total	374.585	1073			
Total	Between Groups	8.389	2	4.195	46.175	.000
	Within Groups	97.292	1071	.091		
	Total	105.681	1073			

The results of analysis indicated that there were significant differences at the rate of $\alpha=0.05$ *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to Educational background in the first five domains. However, the results indicated that there were no significant differences at the rate of $\alpha=0.05$ *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to Educational background in the last domain (capabilities and qualifications). The rate of significance was more than 0.05.

To know the source of differences between means for any pair of groups, Scheffe's test was used as shown in table no (4.8)

Table (4.8): Scheffe's test for differences between Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to educational background.

Domains	Education	Mean	Less than 12	13-17	18 and above
Woman's Work and Religion	Less than 12 years	3.19		.17046	
	13-17 years	3.02	-.17046		
	18 years and above	3.12			
	Total	3.08			
The Woman and the Legal and Conceptual Equality	Less than 12 years	3.00			.34010
	13-17 years	2.96		.30939	
	18 years and above	2.66			
	Total	2.91			
The Woman and the Social Look.	Less than 12 years	3.29			
	13-17 years	3.12		-.16892	.13332
	18 years and above	2.98		-.30223	
	Total	3.13			
Organizational Environment	Less than 12 years	3.12		.16271	.34541
	13-17 years	2.96			.18270
	18 years and above	2.78			
	Total	2.97			
Administrative Style	Less than 12 years	3.53		.19104	.25386
	13-17 years	3.34			
	18 years and above	3.27			
	Total	3.37			
Total	Less than 12 years	3.26		.13953	.26046
	13-17 years	3.12			.12093
	18 years and above	3.00			
	Total	3.14			

The results indicated that differences were between persons who completed less than 12 year of education and persons who completed between 13-17 years and more than 18 years of education.

So this hypothesis is rejected as there were significant differences in Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to educational background.

4.6.3 Testing of Results Related to the Third Hypothesis by Social Status.

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank due to social status.

Table (4.9) Means, Std. Deviation and T-test value of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to Social status.

Domains	Social Status	N	Mean	Std. Deviation	df	T-test	SIG
Woman's Work and Religion	Single	306	3.01	.50	305	-2.931	.003
	Married	768	3.11	.52	767		
The Woman and the Legal and Conceptual Equality	Single	306	3.04	.52	305	5.079	.000
	Married	768	2.86	.47	767		
The Woman and the Social Look.	Single	306	3.20	.47	305	2.833	.005
	Married	768	3.11	.45	767		
Organizational Environment	Single	306	3.01	.54	305	1.572	.116
	Married	768	2.95	.54	767		
Administrative Style	Single	306	3.44	.58	305	2.538	.011
	Married	768	3.34	.46	767		
Capabilities and Qualifications	Single	306	3.60	.70	305	.10912	.014
	Married	768	3.49	.54	767		
Total	Single	306	3.19	.33	305	3.691	.000
	Married	768	3.11	.31	767		

The results of analysis indicated that there were significant differences at the rate of $\alpha = 0.05$ *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to social status in five domains: capabilities and qualifications, administrative style, the woman and the social look, and woman's work and religion. However, the results indicated that there were no significant differences at the rate of $\alpha = 0.05$ *between Palestinians* attitudes and perceptions

towards women holding upper-level administrative positions due to social status in the domain of organizational environment. The rate of significance was more than 0.05. Subsequently, the hypothesis is rejected.

4.6.4 Testing of Results Related to the Fourth Hypothesis by Place of Residence

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank due to place of residence.

Table no (4.10): Means, Std. Deviation of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to place of residence.

Domains	Place of Residence	N	Mean	Std. Deviation
Woman's Work and Religion	Town	618	3.07	.46
	Village	366	3.06	.62
	Camp	90	3.29	.39
	Total	1074	3.08	.52
The Woman and the Legal and Conceptual Equality	Town	618	2.96	.50
	Village	366	2.83	.49
	Camp	90	2.92	.41
	Total	1074	2.91	.49
The Woman and the Social Look.	Town	618	3.11	.43
	Village	366	3.15	.49
	Camp	90	3.27	.47
	Total	1074	3.13	.46
Organizational Environment	Town	618	3.03	.49
	Village	366	2.84	.54
	Camp	90	2.99	.74
	Total	1074	2.97	.54
Administrative Style	Town	618	3.38	.43
	Village	366	3.27	.57
	Camp	90	3.68	.50
	Total	1074	3.37	.50
Capabilities and Qualifications	Town	618	3.48	.55
	Village	366	3.55	.66
	Camp	90	3.68	.55
	Total	1074	3.52	.59
Total	Town	618	3.14	.29
	Village	366	3.09	.34
	Camp	90	3.27	.31
	Total	1074	3.14	.31

The above table reveals to us that the differences were to the favor of camp residents with an arithmetic mean of 3.27, then town residents with an arithmetic mean of 3.14, and finally village residents with an arithmetic mean of 3.09.

To find out if there is any level of significance between *Palestinians* attitudes and perceptions in the middle and southern part of the West Bank towards women holding upper-level administrative positions due to place of residence, One-Way- ANOVA test was used. The results are shown in table (4.11)

Table (4.11) One-Way-ANOVA of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to place of residence.

Domains	Sources	Sum of Squares	df	Mean Square	F	Sig.
Woman's Work and Religion	Between Groups	4.007	2	2.004	7.50	.001
	Within Groups	285.857	1071	.267	7	
	Total	289.865	1073			
The Woman and the Legal and Conceptual Equality	Between Groups	3.916	2	1.958	8.23	.000
	Within Groups	254.623	1071	.238	7	
	Total	258.539	1073			
The Woman and the Social Look.	Between Groups	2.030	2	1.015	4.88	.008
	Within Groups	222.312	1071	.208	9	
	Total	224.342	1073			
Organizational Environment	Between Groups	8.285	2	4.143	14.5	.000
	Within Groups	304.273	1071	.284	81	
	Total	312.559	1073			
Administrative Style	Between Groups	12.165	2	6.083	25.2	.000
	Within Groups	257.623	1071	.241	87	
	Total	269.788	1073			
Capabilities and Qualifications	Between Groups	3.551	2	1.776	5.12	.006
	Within Groups	371.034	1071	.346	5	
	Total	374.585	1073			
Total	Between Groups	2.379	2	1.190	12.3	.000
	Within Groups	103.301	1071	.096	35	
	Total	105.681	1073			

The results of analysis indicated that there were significant differences in all domains at the rate of $\alpha=0.05$ *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to place of residence.

To know the source of differences between means for any pair of groups, Scheffe's test was used as shown in table no (4.12)

Table (4.12): Scheffe's test for differences between Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to place of residence.

Domains	Place of Residence	Mean	Town	Village	Camp
Woman's Work and Religion	Town	3.07			-.21498
	Village	3.06			-.22717
	Camp	3.29			
	Total	3.08			
The Woman and the Legal and Conceptual Equality	Town	2.96		.13038	
	Village	2.83			
	Camp	2.92			
	Total	2.91			
The Woman and the Social Look.	Town	3.11			-.15793
	Village	3.15			
	Camp	3.27			
	Total	3.13			
Organizational Environment	Town	3.03			
	Village	2.84	-.18891		
	Camp	2.99			
	Total	2.97			
Administrative Style	Town	3.38		.11070	-.29553
	Village	3.27			-.40623
	Camp	3.68			
	Total	3.37			
Capabilities and Qualifications	Town	3.48			-.19558
	Village	3.55			
	Camp	3.68			
	Total	3.52			
Total	Town	3.14		.05515	-.12223
	Village	3.09			-.17739
	Camp	3.27			
	Total	3.14			

From Scheffe's test, it is clear that differences were between persons of village and persons of camp and town, where attitudes and perceptions were higher for persons from Camp and town than those from Village. So this hypothesis is rejected as there were significant differences in Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to place of residence.

4.6.5 Testing of Results Related to the fifth Hypothesis by Years of Employment

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank due to years of employment.

Table no (4.13): Means, Std. Deviation of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to years of employment.

Domains	Years of Employment	N	Mean	Std. Deviation
Woman's Work and Religion	Less than 5 years	258	3.02	.59
	6-10 years	372	3.08	.49
	More than 11 years	444	3.12	.50
	Total	1074	3.08	.52
The Woman and the Legal and Conceptual Equality	Less than 5 years	258	3.01	.54
	6-10 years	372	2.91	.45
	More than 11 years	444	2.86	.49
	Total	1074	2.91	.49
The Woman and the Social Look.	Less than 5 years	258	3.06	.51
	6-10 years	372	3.23	.44
	More than 11 years	444	3.10	.42
	Total	1074	3.13	.46
Organizational Environment	Less than 5 years	258	2.99	.55
	6-10 years	372	2.98	.58
	More than 11 years	444	2.94	.50
	Total	1074	2.97	.54
Administrative Style	Less than 5 years	258	3.44	.65
	6-10 years	372	3.32	.42
	More than 11 years	444	3.37	.46
	Total	1074	3.37	.50
Capabilities and Qualifications	Less than 5 years	258	3.59	.74
	6-10 years	372	3.50	.56
	More than 11 years	444	3.51	.51
	Total	1074	3.52	.59
Total	Less than 5 years	258	3.14	.37
	6-10 years	372	3.16	.29
	More than 11 years	444	3.12	.30
	Total	1074	3.14	.31

The results of analysis indicated the following:

1. Persons who spent 6-10 years of employment have the highest average mean of 3.16.
2. Persons who spent less than 5 years of employment have the next order with an average mean of 3.14.

3. Persons who spent more than 11 years of employment have the last order with an average mean of 3.12.

To find out if there is any level of significance between *Palestinians* attitudes and perceptions in the middle and southern part of the West Bank towards women holding upper-level administrative positions due to years of employment, One-Way- ANOVA test was used. The results are shown in table (4.14)

Table (4.14) One-Way-ANOVA of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to years of employment.

Domains	Sources	Sum of Squares	df	Mean Square	F	Sig.
Woman's Work and Religion	Between Groups	1.650	2	.825	3.06 6	.047
	Within Groups	288.214	1071	.269		
	Total	289.865	1073			
The Woman and the Legal and Conceptual Equality	Between Groups	3.749	2	1.875	7.88 0	.000
	Within Groups	254.790	1071	.238		
	Total	258.539	1073			
The Woman and the Social Look.	Between Groups	5.156	2	2.578	12.5 96	.000
	Within Groups	219.186	1071	.205		
	Total	224.342	1073			
Organizational Environment	Between Groups	.543	2	.271	.931	.394
	Within Groups	312.016	1071	.291		
	Total	312.559	1073			
Administrative Style	Between Groups	1.947	2	.974	3.89 4	.021
	Within Groups	267.841	1071	.250		
	Total	269.788	1073			
Capabilities and Qualifications	Between Groups	1.491	2	.746	2.14 1	.118
	Within Groups	373.093	1071	.348		
	Total	374.585	1073			
Total	Between Groups	.349	2	.174	1.77 3	.170
	Within Groups	105.332	1071	.098		
	Total	105.681	1073			

The results of analysis indicated that there were significant differences at the rate of $\alpha = 0.05$ *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to years of employment in four domains which are woman's work and religion, woman and the legal and conceptual equality, administrative style, and social look. However, the results indicated that there were no significant differences at the rate of $\alpha = 0.05$ *between Palestinians* attitudes and

perceptions towards women holding upper-level administrative positions due to years of employment in two domains which are organizational environment and capabilities and qualifications. The rate of significance was more than 0.05. To know the source of differences between means for any pair of groups, Scheffe's test was used as shown in table no (4.15)

Table (4.15): Scheffe's test for differences between Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to years of employment.

Domains	Years of Employment	Mean	Less than 5 years	6-10 years	More than 11 years
Woman's Work and Religion	Less than 5 years	3.02			-.10030
	6-10 years	3.08			
	More than 11 years	3.12			
	Total	3.08			
The Woman and the Legal and Conceptual Equality	Less than 5 years	3.01		.09730	.15157
	6-10 years	2.91			
	More than 11 years	2.86			
	Total	2.91			
The Woman and the Social Look.	Less than 5 years	3.06		-.16964	
	6-10 years	3.23			.12391
	More than 11 years	3.10			
	Total	3.13			
Administrative Style	Less than 5 years	3.44		.11302	
	6-10 years	3.32			
	More than 11 years	3.37			
	Total	3.37			

Scheffe's test indicated the following results:

1. **Woman's Work and Religion:** The differences were between persons who completed less than 5 years and more than 11 years of work experience. These differences were in the interest of those who completed more than 11 years of work.
2. **The woman and the legal and conceptual equality:** the differences were between persons who completed between 6-10 years and the person who completed less than 5 years of work experience. These differences were in the interest of those who completed less than 5 years of work.
3. **The woman and the social look.** The differences were between persons who completed 6-10 and the person who completed less than 5 years. These differences were in the interest of those who completed more 6-10 years of work.

4. Administrative Style: The differences were between persons who completed 6-10 and the person who completed less than 5 years. These differences were in the interest of those who completed less than 5 years of work.

Therefore, the hypothesis is rejected.

4.6.6 Testing of Results Related to the Sixth Hypothesis by Age

There are no statistically significant differences at the rate of $\alpha = 0.05$ for the degree of supporting the occupation of higher administrative posts by the women in the middle and southern part of West Bank due to age.

Table no (4.16): Means, Std. Deviation of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due age.

Domains	Age	N	Mean	Std. Deviation
Woman's Work and Religion	Less than 25	120	3.05	.52
	26-35 years	462	3.02	.54
	More than 36	492	3.15	.49
	Total	1074	3.08	.52
The Woman and the Legal and Conceptual Equality	Less than 25	120	3.07	.55
	26-35 years	462	2.94	.51
	More than 36	492	2.85	.45
	Total	1074	2.91	.49
The Woman and the Social Look.	Less than 25	120	3.23	.51
	26-35 years	462	3.17	.43
	More than 36	492	3.08	.47
	Total	1074	3.13	.46
Organizational Environment	Less than 25	120	2.89	.55
	26-35 years	462	3.06	.54
	More than 36	492	2.90	.52
	Total	1074	2.97	.54
Administrative Style	Less than 25	120	3.50	.66
	26-35 years	462	3.37	.48
	More than 36	492	3.34	.48
	Total	1074	3.37	.50
Capabilities and Qualifications	Less than 25	120	3.60	.82
	26-35 years	462	3.55	.58
	More than 36	492	3.48	.53
	Total	1074	3.52	.59
Total	Less than 25	120	3.20	.36
	26-35 years	462	3.16	.32
	More than 36	492	3.09	.29
	Total	1074	3.14	.31

The above table indicated that the differences were to the favor of persons whose age is less than 25 years with an arithmetic mean of 3.2, then persons whose age is between 26-35 years with an arithmetic mean of 3.16, and finally persons whose age is more than 36 years with an arithmetic mean of 3.09.

To find out if there is any level of significance between *Palestinians* attitudes and perceptions in the middle and southern part of the West Bank towards women holding upper-level administrative positions due to age, One-Way- ANOVA test was used. The results are shown in table (4.17)

Table (4.17) One-Way-ANOVA of variance *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due age.

Domains	sources	Sum of Squares	df	Mean Square	F	Sig.
Woman's Work and Religion	Between Groups	4.145	2	2.073	7.76	.000
	Within Groups	285.719	1071	.267	9	
	Total	289.865	1073			
The Woman and the Legal and Conceptual Equality	Between Groups	5.154	2	2.577	10.8	.000
	Within Groups	253.385	1071	.237	93	
	Total	258.539	1073			
The Woman and the Social Look.	Between Groups	3.534	2	1.767	8.57	.000
	Within Groups	220.807	1071	.206	2	
	Total	224.342	1073			
Organizational Environment	Between Groups	6.845	2	3.423	11.9	.000
	Within Groups	305.713	1071	.285	91	
	Total	312.559	1073			
Administrative Style	Between Groups	2.462	2	1.231	4.93	.007
	Within Groups	267.326	1071	.250	2	
	Total	269.788	1073			
Capabilities and Qualifications	Between Groups	1.966	2	.983	2.82	.060
	Within Groups	372.618	1071	.348	6	
	Total	374.585	1073			
Total	Between Groups	1.711	2	.856	8.81	.000
	Within Groups	103.970	1071	.097	4	
	Total	105.681	1073			

The results of analysis indicated that there were significant differences in all domains at the rate of $\alpha = 0.05$ *between Palestinians* attitudes and perceptions towards women holding upper-level administrative positions due to age.

To know the source of differences between means for any pair of groups, Scheffe's test was used as shown in table no (4.18)

Table (4.18): Scheffe's test for differences between Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to age.

Domains	Age	Mean	Less than 25 years	26-35 years	More than 36 years
Woman's Work and Religion	Less than 25	3.05			
	26-35	3.02			-.12930
	More than 36	3.15			
	Total	3.08			
The Woman and the Legal and Conceptual Equality	Less than 25	3.07		.12734	.21744
	26-35	2.94			.09010
	More than 36	2.85			
	Total	2.91			
The Woman and the Social Look.	Less than 25	3.23			.15500
	26-35	3.17		-.09838	.09838
	More than 36	3.08			
	Total	3.13			
Organizational Environment	Less than 25	2.89		-.16986	
	26-35	3.06			.15899
	More than 36	2.90			
	Total	2.97			
Administrative Style	Less than 25	3.50		.12857	.15976
	26-35	3.37			
	More than 36	3.34			
	Total	3.37			
Total	Less than 25	3.20			.10388
	26-35	3.16			.07083
	More than 36	3.09			
	Total	3.14			

From Scheffe's test, it is obvious that differences were between persons with more than 36 years and persons with less than 25 years. The differences were for the interest of persons aged less than 25 years with an average of 3.2.

So this hypothesis is rejected as there were significant differences in Palestinians attitudes and perceptions towards women holding upper-level administrative positions due to age.

Chapter Five

Summary of Findings, Conclusions and Recommendations

5.1 Summary of Conclusions:

There remains a lack of social expectation and, to a certain extent, tolerance of the idea that women could be above men, or a wife be more advanced than a husband in her career. Thus women who wish to advance themselves into management level have many mountains to climb. They need to portray themselves as professionally competent, physically elegant, and feminine in disposition; they need to control their emotion and display their empathy; they need to network their male colleagues, they need to manage their relationship with their female colleagues to avoid jealousy; they need to balance their work with family responsibility; they need to be seen as a good wife and a good mother. In other words, they need to be an angel.

In order to collect the necessary data for this research, the researcher used a combination of primary and secondary sources of data. A questionnaire was used as the main data collection tool. The population of the study was the whole Palestinian public sector institutions operating in the middle and southern part of the West Bank. The researcher distributed a total of 1300 questionnaires. The researcher got back 1079 questionnaires.

The results and the analysis were based mainly on the content of the questionnaire. The questionnaire was divided into two main sections: the first is personal data and the second one aimed at collecting data concerning attitudes and perceptions towards women holding senior positions which in turn was divided into six sections: work and religion, women's conceptual and legal equity, women and the social look, organizational environment, managerial style, and capabilities and qualifications.

5.1.1 Section One: Demographic Data

This section aimed at collecting data about the respondents. With regard to gender, findings revealed that most of the respondents were males (60.9%) while 39.1% only of them were females. It can be noted that most of the workers at public sector institutions are males according to the researcher observation. This means that the

female participation rate is lower than male participation rate in the Palestinian territory. The low participation rate for women may be related to several reasons, primarily economic reasons concerned with the Palestinian labor market's absorbing the labor supply of women, and social reasons related to women entering the labor market at an older age compared to men. In addition, there are socio-cultural and economic reasons represented by the limited occupations over which women compete.

Considering age, results showed that most of the respondents were in the age groups of (36 years and above) and (26-25). {(43%) of them were within the age group of 26-35, and (45.8%) of them were within the age group of 36 and above.} This means that 88.8% of the respondents were between 26 years old and above. Only 11.2% of the respondents were within the age group of less than 25 years. These findings revealed that the workers at the Palestinian public sector institutions are mature enough. This also may be attributed to the lack of job opportunities in the local labor market, which means that the problem is not in the supply side but in the demand side for both men and women. The results also may be related to the tendency of Palestinians to complete their education before work enrollment.

As for academic qualification, findings indicated that 25.7% of the respondents received at maximum 12 years of elementary and secondary education, 54.2% completed a post-secondary stage (13-17 years), and 20.1% completed a university study (Masters and PhD.). The results are congruent with the ongoing fact in Palestine that education has served as a means of empowerment within the Palestinian community, and as such has played a significant role within the community since 1948. Population growth and popular commitment to education have consistently kept demand for education high. Also, most of the jobs at the Palestinian public sector institutions require the workers to have certain educational qualifications.

With regard to marital status, findings showed that 28.5% of the respondents were singles, while 71.5% were married. These results are a reflection of the results of respondents' age where 88.8% of the respondents were between 26 years old and above.

As for place of residence, findings indicated that 57.5% of the respondents were townspeople, 34.1% were villagers, and 8.45 were camp residents. These findings may be related to population structure and distribution in the West Bank by type of locality. However, straightforward answer to these results can hardly be given because the West Bank comprises three main regions of substantial geographical and socio-economic heterogeneity.

Regarding respondents' experience, findings showed that 24% of the respondents had less than 5 years of employment experience, 34.6% had 6-10 years of employment experience and 41.4% had 11 and above years of employment experience. This can be explained due to the fact that the Palestinian National Authority (PNA) was only created in 1994 to administer Palestinian-populated areas of the West bank and Gaza Strip. Those who had 11 years and above of employment experience could be divided into two groups: First, old workers who worked for Israel during the years of occupation and continued to work with the new Palestinian National Authority afterwards; Second, workers who have been appointed since 1994 by the Palestinian National Authority itself.

5.1.2 Attitudes and Perceptions towards Women holding Senior-level Positions

Major findings of the study are listed below.

5.1.2.1 Capabilities and Qualifications

Major results of this domain are the following:

1. This domain is the most influential one to determine the degree of Palestinians' support for the occupation of higher posts by the women in the middle and southern part of the West Bank.
2. Respondents of the public sector institutions slightly agree that the women must be in possession of the required educational qualifications in order to obtain higher administrative positions.
3. Public sector respondents slightly disagree that the woman is more inclined to work in ordinary posts.
4. The least effective statement in this domain is the statement that inclination of the women to work as part-timers, followed by the statement that the woman's abstention from partial activities diminished the women's quota of higher administrative posts.

5.1.2.2 Managerial Style

Major results of this domain are the following:

1. Respondents of the public sector institutions slightly agree that the woman is serious about her work.
2. Public sector respondents slightly agree that the woman is capable of performing works that require mental skills.
3. Public sector respondents slightly agree that creation of connections enhances the promotion of the woman.
4. Respondents disagree with the statement that the weakness of the Palestinian woman in organizational matters is one of the reasons which hinders her from acquiring higher posts.
5. Respondents oppose to a great extent that the weak affiliation to the place of employment keeps the woman in low administrative positions.

5.1.2.3 The Woman and the Social Look

Major results of this domain are the following:

1. Public sector respondents slightly agree that the early marriage of the girl hinders her from reaching higher administrative posts.
2. Respondents of the public sector institutions slightly agree that the restriction of the woman's liberty diminishes her chances to attain higher administrative posts.
3. In addition, they slightly agree that the status of the girl being subordinate to her family weakens her independence.
4. Respondents disagree with the statement that the psychological effects that accompany the non-marriage of a woman exceed those of being single in the men, the matter which restricts the woman to attain higher administrative posts.
5. Respondents oppose to a great extent that the woman is less productive than the man. Besides, they disagree in the same way that the woman is less ambitious than man.

5.1.2.4 Woman's Work and Religion

Major results of this domain are the following:

1. The results showed that the majority of the Palestinian respondents in

the surveyed public sector institutions in the middle and southern part of the West Bank strongly agree that the woman should work in professions that should enable her to perform her household obligations.

2. The results also showed that the majority of the respondents strongly agree that the woman's first assignment is taking care of the family.
3. Palestinian public sector institutions workers don't agree that the woman's work outside her home is inconsistent with the traditions. They don't also agree that the work of the woman turns her away from being married.

5.1.2.5 Organizational Environment

Major results of this domain are the following:

1. The woman is characterized by her sincerity at work and the sacrifice of her time to the benefit of the institution.
2. Palestinian institutions play a role in the woman's professional success.
3. The respondents strongly disagree that a woman doesn't accept another woman to be her direct superior.
4. They also oppose that the woman can endure the biting criticism from her work colleagues.

5.1.2.6 The Woman and the Legal and Conceptual Equality

Major results of this domain are the following:

1. Palestinian jurisdiction relies on the principles of equality between men and women.
2. There is an institutional discrimination hindering the woman from attaining higher administrative posts.
3. There is disagreement that the local administrations abide by the application of the rule: 'The right person for the right place'.
4. Respondents also disagree that the women get more administrative training opportunities than men.

5.2 Suggestions and Recommendations

The researcher feels that he should state the following research suggestions and recommendations.

5.2.1 Research Suggestions

Although the findings of the study provide several implications for individuals and organizations in the West Bank, there are some suggestions which the researcher feels he should mention:

1. Difference in attitudes, beliefs and perceptions of women holding senior-level positions between and among various cultures create the need for extensive cross-cultural research.
2. Research is strenuously needed to explore and analyze the impact of the political, economic, legal, cultural, and religious systems in the West Bank on the very low number of women in top management.
3. Future research of this type should include Gaza Strip.
4. The Limitations of the research necessitate the replication of the current study in order to observe changes in Palestinians' attitudes and perceptions towards women in top management over time and to ensure that the findings of this study can be generalized beyond the sample.

5.2.2 Research Recommendations:

The following recommendations should be taken into consideration for the following parties:

5.2.2.1 Recommendations for Academic Institutions

1. Develop communication strategies to promote public debate on the new roles of men and women in society.
2. Develop career advancement programs for women of all ages.
3. It is recommended that further studies concerning attitudes towards women leaders analyzed by gender and occupations should be conducted.

4. It is recommended that further studies concerning women in management in Palestine: advancement and prospects should be conducted.
5. It is recommended that further studies concerning career inhibitors and career enablers for Palestinian executive women should be conducted.

5.2.2.2 Recommendations for the Palestinian National Authority

1. PNA must ensure full protection of equal rights in the areas of work, ownership of property and political participation, including the decision making process.
2. PNA must call for an end to discriminatory legislation against women.
3. PNA should promote an active and visible policy of mainstreaming a gender perspective in all policies and programs.
4. Encourage greater involvement of indigenous women in decision making at all levels.

5.2.2.3 Recommendations for Women's Organizations

1. Movements should strengthen their abilities to influence the formal policies that bear on gender needs and strategic development.
2. Movements should play a crucial role in helping women enter into the political arena.
3. Movements should develop a strategy to convince Palestinians that female employment is an essential component to sound economic planning and prosperity rather than a matter of rights.
4. Develop mechanisms to nominate women candidates for appointments to senior posts.
5. Continue to collect and disseminate quantitative and qualitative data on women and men in decision-making and analyze their impacts on the women movements.

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Appendices

1. Referees of the questionnaire
2. List of Palestinian ministries.
3. Official facilitating letter by the Dean of School of Finance and Management at Hebron University
4. Questionnaire (English version).
5. Questionnaire (Arabic Version).
6. Table (4.4): Results by statements related to the degree of the Palestinians' support for the occupation of higher administrative posts by the women.

Appendix (1)

Referees of the questionnaire

#	Name	Position
1	Dr. Sharif Abukarsh	Dean, School of Finance and Management, Hebron University
2	Dr. Ziad Qannam	Assistant Professor, Al-Quds University
3	Dr. Nabeel Kukali	Assistant Professor, Hebron University
4	Dr. Maysoon Tamimi	Hebron Directorate of Education
5	Mrs. Mai Jalal	Public Relations Manager, Palestine Polytechnic University.

Appendix 2

List of Palestinian Ministries:

1. Ministry of Foreign Affairs
2. Ministry of Information
3. Ministry of Public Works
4. Ministry of Agriculture
5. Ministry of Waqf and Religious Affairs
6. Ministry of Telecommunications
7. Ministry of Justice
8. Ministry of Youth and Sports
9. Ministry of Civil Affairs
10. Ministry of Education and Higher Education
11. Ministry of Economy and Trade
12. Ministry of Tourism and Antiquities
13. Ministry of Culture
14. Ministry of Planning and International Cooperation
15. Ministry of Health
16. Ministry of Finance
17. Ministry of Environmental Affairs
18. Ministry of Labor
19. Ministry of Local Government

Ref.

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الرقم: ٣.خ/ ١٦٤ ن.د. ٢٠٠٧

Date

التاريخ: ٣/٤/٢٠٠٧م

الى من يهمه الامر

تحية طيبة وبعد،

الموضوع: توزيع وتعبئة استبانته

نحيطكم علما بأن الطالب " فارس عبد الحميد مجاهد " والذي يحمل الرقم الجامعي (20429006) هو من طلاب كلية الدراسات العليا قسم إدارة الأعمال MBA للعام الجامعي 2008/2007 ويقوم حالياً بتوزيع استبانته بعنوان:

" مفاهيم ومعتقدات الفلسطينيين تجاه المرأة مناصب إدارية عليا - حالة دراسية وسط وجنوب الضفة الغربية " .

أرجو مساعدته في توزيع الاستبانته في مؤسستكم الموقرة، من أجل إكمال بحثه علما أن البيانات المعطاة لن تستخدم إلا لأغراض البحث والمعرفة.

شاكرين لكم حسن تعاونكم وما فيه خلاصة العلم والمعرفة.

مع الاحترام والتقدير

د. شريف ابو كرش

د. شريف ابو كرش

رئيس لجنة الدراسات العليا

عميد كلية التمويل والإدارة



Appendix 4

A Questionnaire

Hebron University

Faculty of Graduate Studies and Scientific Research

MBA Program

Dear Sir/Madam,

The questionnaire follows is a mean of data collection for a Master Thesis, prepared to fulfill the requirements to acquire the Master degree of Business Administration at Hebron University, and supervised by Prof. Samir Abuznaid.

The thesis title is "Palestinians Attitudes and Perceptions towards Women Holding Upper-level Administrative Positions: The Case of Middle and Southern Part of the West Bank".

I highly appreciate if you fill out this questionnaire. I promise that the data you provide will be secretly treated and will not be used for any purpose but for this scientific research.

The Researcher

Fares Mujahed

Section One: Personal Data

Please answer the following:

- 1 Gender: Male Female
- 2 Age (in years):
- 3 Years of Education:
- 4 Social Status Single Married
Widow Divorced
- 5 Place of residence Town Village Camp
- 6 Years of Employment:

Section Two: Please put the sign (X or) in the square of the option which suits your point of view:

	Item					
First Field: Woman's Work and Religion						
1	The woman's work in mixed places.					
2	The woman's work outside her home is inconsistent with the traditions					
3	The woman's first assignment is taking care of the family.					
4	The work of the woman turns her away from being married					
5	The work of the woman turns her away From giving birth to children due to her involvement in the work.					
6	Behind work of the woman is a pressing need.					
7	The woman should work in professions that should enable her to perform her household obligations.					
Second Field: The woman and the legal and conceptual equality						
8	The practices of the women's employment are fair.					
9	The organizations dominated by men as employers expect too much from the woman.					
10	Differences between men and women are professionally seen in a positive way.					
11	The women get more administrative training opportunities than men.					
12	There is equality in the opportunities between men and women.					
13	There is an institutional discrimination hindering the woman from attaining higher administrative posts.					
14	There are discrepancies in the salaries between working men and women.					

15	There is a discrimination in the Palestinian legislation regarding the work of the women.					
16	The Palestinian jurisdiction relies on the principles of equality between men and women.					
17	The local administrations abide by the application of the rule: 'The right person for the right place'.					
Third Field: The woman and the social look.						
18	Lack of confidence to the woman hinders her from occupying higher administrative posts.					
19	The society's look at the woman being as a housewife better than being an employee contributed to the diminution of her chances to reach higher administrative posts					
20	The decision makers in the society believe that the woman is incapable of occupying higher administrative posts					
21	The capability of the woman of enduring the work stress					
22	The woman is capable of participating in long-term administrative courses outside her home					
23	The discrimination of the society between male and female hinders the woman from reaching higher administrative posts					
24	The male employees accept the occupation of higher administrative posts by the women					
25	Many of the people believe that the woman takes care of formal things rather than the substantial					
26	The weakness of the society's confidence in the capability of the woman to lead weakens in return her chances to reach higher administrative posts					
27	The restriction of the woman's liberty diminishes her chances to attain higher administrative posts					
28	The status of the girl being subordinate to her family weakens her independence					
29	The early marriage of the girl hinders her from reaching higher administrative posts					
30	The higher administrative posts are among the priorities of the Palestinian woman.					
31	The man acknowledges the capacities of the woman at the administrative level.					
32	It's difficult for the working woman to carry out her household duties.					
33	The inclination of the woman to emotions negatively effects her occupation of higher administrative posts.					

34	The occupation of higher administrative posts by the woman is consistent with her physiological nature.					
35	The woman is less productive than the man					
36	The woman is less ambitious than man.					
37	The psychological effects that accompany the non-marriage of a woman exceed those of being single in the men, the matter which restricts the woman to attain higher administrative posts					
Fourth Field: Organizational environment						
38	The woman can endure the biting criticism from her work colleagues.					
39	The Palestinian work environment supports the woman.					
40	The woman acknowledges the capacities of her equals at the administrative level.					
41	The woman enjoys organizational independence.					
42	The women feel content with their jobs.					
43	There are appropriate working conditions for the women at the institutions.					
44	The employers encourage the women to creativity in the work.					
45	Have a woman as their direct superior.					
46	The organizational environment at the Palestinian institutions plays a role in the woman's professional success.					
47	The deficiency in the number of women occupying higher posts in the institutions proves to be an obstacle to the promotion of their equals.					
48	The employed women receive a strong support from their colleagues at work.					
49	The woman is characterized through her sincerity at work and the sacrifice of her time to the benefit of the institution.					
Fifth Field: Administrative Style						
50	The woman is emotionally influenced when taking her decisions.					
51	Working women seize the opportunities made available to them to attain professional promotions.					
52	The administrative scheme plays an effective role in obtaining higher administrative opportunities by the woman.					
53	Creation of connections enhances the promotion of the woman.					
54	The woman is capable of working for long hours.					
55	The woman is capable of performing works that require mental skill.					

56	The weak affiliation to the place of employment keeps the woman in low administrative positions.					
57	The woman is serious about her work.					
58	The woman is reluctant in taking decisive decisions.					
59	The weakness of the Palestinian woman in organizational matters is one of the reasons which hinders her from acquiring higher posts.					
Sixth Field: Capabilities and qualifications						
60	Most of the women occupying higher administrative posts attained these posts on the basis of a political background.					
61	The woman's abstention from partial activities diminished the women's quota of higher administrative posts.					
62	Only few benefit from the administrative capabilities of the woman.					
63	The woman is more inclined to work in ordinary posts.					
64	The women must be in possession of the required educational qualifications in order to obtain higher administrative posts.					
65	Inclination of the women to work as part-timers.					

Section Three:

1. In general, do you support the occupation of higher administrative posts by the woman?

1. Strongly support 2. Somewhat support 3. Don't know
4. Somewhat oppose 5. Strongly oppose

2. Any other remarks or comments not mentioned in the questionnaire you would like to make.

Thank you

The researcher
Fares Mujahed

Appendix 5

جامعة الخليل - الخليل
كلية الدراسات العليا والبحث العلمي
قسم إدارة الأ.

تحية طيبة وبعد

يقوم الباحث بدراسة ميدانية من أجل إعداد رسالة ماجستير في إدارة الأعمال (MBA) :

"مفاهيم ومعتقدات الفلسطينيين تجاه شغل المرأة مناصب إدارية علي

- حالة دراسة وسط وجنوب الضفة الغربية".

بإشراف الدكتور سمير أبو زنيد

بما يتفق قناعتك الشخصية علما بأن جميع البيانات ستعامل

يرجى التكرم بالإجابة على

بسرية تامة

شاكرين لكم حسن تعاونكم

فارس مجاهد

البيانات الشخصية:

		1
..... : ()		2
عدد سنوات التعليم:		3
/	/	4
/		5
مخيم	قرية	مدينة
..... :		6

() في المكان الذي يتناسب مع وجهة نظرك:

البيان				
عمل المرأة والدين :				
				1
				2
				3
				4
				5
				6
				7
القانونية والمفاهيمية :				
				8
				9
				10
				11
				12

					البيان	
					هناك تمييز مؤسساتي يمنع المرأة من الوصول إلى المناصب الإدارية العليا	13
					يوجد فروق في الأجور بين العاملين من الذكور	14
					هناك تمييز في التشريع الفلسطيني الخاص بعمل	15
					تستند القوانين الفلسطينية على مبادئ المساواة فيما يخص المرأة.	16
					تلتزم الإدارات بتطبيق قواعد الشخص المناسب في	17
: المرأة والنظرة الاجتماعية						
					لدى المرأة يحول دون توليها مناصب إدارية عليا	18
					من كونها موظفة ساهم في قلة فرص وصولها إلى المناصب الإدارية العليا.	19
					يعتقد صانعو القرار في المجتمع بأن المرأة غير قادرة على تولي المناصب الإدارية العليا	20
					تستطيع المرأة	21
					المرأة قادرة على المشاركة في دورات إدارية لفترات طويلة خارج المنزل	22
					إن تمييز المجتمع بين الذكر والأنثى يحد من وصول المرأة للمناصب الإدارية العليا	23
					يتقبل الموظفون تولي المرأة مناصب إدارية عليا	24
					يعتقد الكثير من الناس بأن المرأة تهتم بالأمور الشكلية على حساب الجوهر	25
					إن ضعف ثقة المجتمع بقدرة المرأة على القيادة يضعف من إمكانية وصولها لمناصب إدارية عليا	26
					إن الحد من حرية المرأة يقلل من فرص وصولها لمناصب إدارية عليا	27
					تضعف تبعية الفتاة للأهل من استقلاليتها	28
					الزواج المبكر للفتاة يحول دون وصولها لمناصب إدارية عليا	29
					المناصب الإدارية العليا هي من أولويات المرأة الفلسطينية	30
					يعترف الرجل بقدرات المرأة على المستوى	31
					يصعب على المرأة العاملة القيام بواجباتها المنزلية	32
					الميل العاطفي لدى المرأة له أثر في عدم شغلها مناصب إدارية عليا	33
					شغل المرأة مناصب إدارية عليا يتفق مع طبيعتها الفسيولوجية	34
						35

البيان					
					36
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1. بشكل عام، هل تؤيد تولي المرأة مناصب إدارية عليا؟

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2. أية ملاحظات أخرى لم ترد بالاستمارة وتودين إبدائها:

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انتهت الاستمارة

فارس مجاهد

Appendix 6

Table 4.4

Results by statements related to the degree of the Palestinians' support for the occupation of higher administrative posts by the women.

Table (4.4): Means & Std. Deviation of Palestinians attitudes and perceptions towards women holding upper-level positions in the middle and southern part of the West Bank (by the fields of statement).

n	Item	Mean	Std. Deviation
7	The woman should work in professions that should enable her to perform her household obligations.	4.18	1.07
3	The woman's first assignment is taking care of the family.	4.11	1.15
57	The woman is serious about her work.	3.82	1.08
55	The woman is capable of performing works that require mental skills.	3.74	1.18
64	The women must be in possession of the required educational qualifications in order to obtain higher administrative posts.	3.74	1.06
29	The early marriage of the girl hinders her from reaching higher administrative posts	3.73	1.31
1	The woman's work in mixed places.	3.72	1.21
53	Creation of connections enhances the promotion of the woman.	3.71	1.18
63	The woman is more inclined to work in ordinary posts.	3.69	.96
51	Working women seize the opportunities made available to them to attain professional promotions.	3.65	1.18
27	The restriction of the woman's liberty diminishes her chances to attain higher administrative posts	3.62	1.23
28	The status of the girl being subordinate to her family weakens her independence.	3.61	1.10

62	Only few benefit from the administrative capabilities of the woman.	3.58	1.11
23	The discrimination of the society between male and female hinders the woman from reaching higher administrative post.	3.54	1.30
26	The weakness of the society's confidence in the capability of the woman to lead weakens in return her chances to reach higher administrative posts	3.54	1.26
60	Most of the women occupying higher administrative posts attained these posts on the basis of a political background.	3.54	1.24
21	The capability of the woman of enduring the work stress.	3.52	1.33
19	The society's look at the woman being as a housewife better than being an employee contributed to the diminution of her chances to reach higher administrative posts	3.50	1.25
50	The woman is emotionally influenced when taking her decisions.	3.50	1.24
16	The Palestinian jurisdiction relies on the principles of equality between men and women.	3.42	1.12
52	The administrative scheme plays an effective role in obtaining higher administrative opportunities by the woman.	3.39	1.13
61	The woman's abstention from partial activities diminished the women's quota of higher administrative posts.	3.35	1.15
25	Many of the people believe that the woman takes care of formal things rather than the substantial	3.34	1.28
20	The decision makers in the society believe that the woman is incapable of occupying higher administrative posts	3.31	1.32
58	The woman is reluctant in taking decisive decisions.	3.31	1.26

13	There is an institutional discrimination hindering the woman from attaining higher administrative posts.	3.30	1.37
49	The woman is characterized by her sincerity at work and the sacrifice of her time to the benefit of the institution.	3.27	1.29
9	The organizations dominated by men as employers expect too much from the woman.	3.26	1.17
65	Inclination of the women to work as part-timers.	3.23	1.11
6	Behind work of the woman is a pressing need.	3.20	1.25
46	The organizational environment at the Palestinian institutions plays a role in the woman's professional success.	3.20	1.09
10	Differences between men and women are professionally seen in a positive way.	3.18	1.28
47	The deficiency in the number of women occupying higher posts in the institutions proves to be an obstacle to the promotion of their equals.	3.17	1.24
43	There are appropriate working conditions for the women at the institutions.	3.15	1.18
39	The Palestinian work environment supports the woman.	3.08	1.19
18	Lack of confidence to the woman hinders her from occupying higher administrative posts.	3.06	1.40
31	The man acknowledges the capacities of the woman at the administrative level.	3.05	1.25
8	The practices of the women's employment are fair.	3.01	1.32
44	The employers encourage the women to creativity in the work.	2.97	1.25
32	It's difficult for the working woman to carry out her household duties.	2.95	1.37
42	The women feel content with their jobs.	2.93	1.19
24	The male employees accept the occupation of higher administrative posts by the women	2.92	1.36
41	The woman enjoys organizational independence.	2.92	1.18

54	The woman is capable of working for long hours.	2.90	1.33
34	The occupation of higher administrative posts by the woman is consistent with her physiological nature.	2.89	1.13
59	The weakness of the Palestinian woman in organizational matters is one of the reasons which hinders her from acquiring higher posts.	2.89	1.29
48	The employed women receive a strong support from their colleagues at work.	2.88	1.25
40	The woman acknowledges the capacities of her equals at the administrative level.	2.83	1.24
14	There are discrepancies in the salaries between working men and women.	2.82	1.36
56	The weak affiliation to the place of employment keeps the woman in low administrative positions.	2.82	1.33
33	The inclination of the woman to emotions negatively effects her occupation of higher administrative posts.	2.80	1.28
22	The woman is capable of participating in long-term administrative courses outside her home	2.75	1.30
12	There is equality in the opportunities between men and women.	2.72	1.36
15	There is discrimination in the Palestinian legislation regarding the work of the women.	2.70	1.18
30	The higher administrative posts are among the priorities of the Palestinian woman.	2.70	1.23
37	The psychological effects that accompany the non-marriage of a woman exceed those of being single in the men, the matter which restricts the woman to attain higher administrative posts	2.68	1.31
35	The woman is less productive than the man.	2.66	1.46
38	The woman can endure the biting criticism from her work colleagues.	2.64	1.22
11	The women get more administrative training opportunities than men.	2.60	1.26

45	Have a woman as their direct superior.	2.57	1.46
36	The woman is less ambitious than man.	2.52	1.36
5	The work of the woman turns her away from giving birth to children due to her involvement in the work.	2.35	1.20
4	The work of the woman turns her away from being married	2.28	1.24
17	The local administrations abide by the application of the rule: 'The right person for the right place'.	2.08	1.30
2	The woman's work outside her home is inconsistent with the traditions	1.77	1.07